# CITY OF BELMONT
# CITY COUNCIL AND BELMONT FIRE PROTECTION DISTRICT BOARD OF DIRECTORS

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**CITY COUNCIL REGULAR MEETING AGENDA**
**Tuesday, October 24, 2023**
**7:00 PM**
City Council Chambers
City Hall, One Twin Pines Lane, Belmont, California

The meeting will be broadcast live to Belmont residents on Comcast Cable Channel 27, streamed live via the City's website at www.Belmont.gov. The public may also attend the meeting in the Chambers and address the Council from the Chambers.

**PUBLIC COMMENT:**
To maximize time for live public comment, we encourage members of the public to provide comments by joining the Committee meeting via Zoom : For web, visit https://belmont-gov.zoom.us/ select "Join" and enter **Meeting ID: 95745673035**. Use the Raise Hand feature to request to speak. You may rename your profile if you wish to remain anonymous.

For dial- in comments, call *67 1-(669) 900-6833 (your phone number will appear on the live broadcast if *67 is not dialed prior to the phone number), enter **Meeting ID: 95745673035**, and press *9 to request to speak. All public comments are subject to a 3-minute time limit unless otherwise determined by the Committee Chair.

If you wish to submit written public comment, you may send an email to cclerk@belmont.gov before the council considers the item. Please indicate the agenda item topic or agenda item number you wish to comment on in your email's subject line. Any public comment regarding agenda items that are received from the publication of the agenda through the meeting date will be made part of the meeting record but will not be read during the Council meeting.

**1. ROLL CALL**

**2. PLEDGE OF ALLEGIANCE**

**3. REPORT FROM CLOSED SESSION**

**4. SPECIAL PRESENTATIONS**

A. Domestic Violence Month Proclamation

B. San Mateo County Library Annual Report

C. Fire Prevention Week Proclamation

## 5. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA

*This portion of the meeting is reserved for persons wishing to address the Body on any City matter not on the agenda. The period for public comment at this point in the agenda is limited to 15 minutes, with a maximum of 3 minutes per speaker. Speakers who requested but did not receive an opportunity to speak during this comment period will be given an opportunity to address the Body later in the meeting. State law prohibits the Body from acting on non-agenda items.*

## 6. COUNCILMEMBER ANNOUNCEMENTS

## 7. CONSENT BUSINESS

*Consent business items are considered to be routine in nature and will be enacted by one motion. There will be no separate discussion on these items unless a member or staff request specific items to be removed for separate action. The City Attorney will read the title of ordinances to be adopted.*

A. **Approval of Meeting Minutes**
*Recommendation:* Consider modifications and approve minutes

*Attachment(s):*
October 10, 2023 Regular Meeting
BFPD October 10, 2023 Meeting Minutes

B. **Monthly Financial Reports - August 2023**
*Recommendation:* Motion to Approve Monthly Financial Report

*Attachment(s):*
Monthly Financial Report - August 2023

C. **2244 Semeria Avenue Permanent Encroachment Agreement**
*Recommendation:* Adopt a resolution approving a Permanent Encroachment Agreement for Retaining Walls within the Public Right-of-Way at 2244 Semeria Avenue (APN 044-024-100)

*Attachment(s):*
Staff Report
Resolution
2244 Semeria Permanent Encroachment Agreement

D. **Agreement for Forester Consultant Services under CAL FIRE Fuel Reduction Grant**
*Recommendation:* Adopt a resolution authorizing the City Manager to negotiate and execute a services agreement with Dudek to conduct environmental review, develop fuel treatment prescriptions, and prepare maps for the CAL FIRE grant-funded fuel reduction project in the amount of $83,926 including contingency

*Attachment(s):*
Staff Report
Resolution
Proposal

E. **Craftwater Engineering Agreement Amendment**
*Recommendation:* Adopt a resolution authorizing the City Manager to negotiate and execute a second amendment to the contract with Craftwater Engineering, Inc., for additional services including preparation of a focused environmental impact report (EIR) for an additional

amount of $213,061, for a total contract cost to a not-to-exceed amount of $1,211,465

*Attachment(s):*
- Staff Report
- Resolution
- Scope of Work

F. **2023-2027 Strategic Plan Adoption**
*Recommendation:* Motion to approve 2023-2027 Strategic Plan

*Attachment(s):*
- Staff Report
- 2023 Strategic Plan Update
- 2023 Strategic Plan Update Summary
- 2023-2027 Strategic Plan Dashboard

G. **Annexation of 604-610 Harbor Boulevard**
*Recommendation:* Adopt a resolution authorizing a property tax exchange before annexation regarding property located at 604 through 610 Harbor Boulevard (APN's 046-032-030, 046-032-040, 046-032-080, and 046-032-090), easterly portion of Old County Road right-of-way, and northerly half of Harbor Boulevard right-of-way to the center line and approving a settlement agreement for the project

*Attachment(s):*
- Staff Report
- Resolution
- Annexation Study provided by RSG
- LAFCo Documents

## 8. PUBLIC HEARINGS

A. **General Plan Amendment and City Services Community Facilities District Local Goals and Polices**
*Recommendation:* (1) Adopt a resolution amending the Land Use Element of the 2035 General Plan augmenting existing fiscal neutrality policy for new development and including a Community Facilities District (CFD) as an option for new development to achieve fiscal neutrality and finding the amendment consistent with the 2035 General Plan EIR and no further environmental documentation is requirement; and (2) Adopt a resolution adopting Local Goals and Policies for the purpose of forming a CFD and finding that activity is not a project subject to CEQA under CEQA Guideline Section 15378(b)(4)

*Attachment(s):*
- Staff Report
- General Plan Amendment Resolution
- Local Goals and Policies Adoption Resolution
- 2022 Fiscal Impact Analysis

## 9. GENERAL BUSINESS
*General Business items are considered separately, typically in the order listed. The chair will call for public comment on each item when the body considers the item.*

A. **Emergency Contract Authorization for Repairs at 550 Island Parkway**
*Recommendation:* Adopt a resolution by at least four-fifths vote finding an emergency under

Public Contract Code section 22050, authorizing procurement of necessary equipment, supplies and services without giving notice for bids, authorizing the City Manager to execute a contract amendment with Emergency Restoration Company, Inc. for restoration services at 550 Island Parkway for an additional $122,461.48, plus a 10% contingency, for a total amount of $134,707.63, bringing the total contract agreement not-to-exceed to $172,084.96 and authorizing $134,707.63 appropriation from the General Fund to the Capital Improvement Projects (CIP) Fund for this project

*Attachment(s):*

Staff Report
Resolution
Proposal

B. **Sanitary Sewer Master Plan Status Update**

*Recommendation:* Receive an update on the status of the Sanitary Sewer Master Plan. This is an informational report, and no action is required.

*Attachment(s):*

Staff Report
Sanitary Sewer Master Plan Presentation

## 10. BRIEF VERBAL REPORTS FROM MEMBERS AND STAFF

A. Verbal report from Councilmembers on Intergovernmental (IGR) and Subcommittee Assignments
B. Verbal report from City Manager

## 11. MATTERS OF INTEREST/CLARIFICATION

*Items in this category are for discussion and direction to staff only. However, Council/Board may take final action on an item if there is no need for additional staff analysis.*

## 12. ADJOURNMENT

*If you need assistance to participate in this meeting, please contact the City Clerk at (650) 595-7413. Notification in advance of the meeting will enable the City to make reasonable arrangements to ensure accessibility to this meeting. Meeting information can also be accessed via the internet at: www.belmont.gov. All staff reports will be posted to the web in advance of the meeting, and any writings or documents provided to a majority of the City Council/District Board or Commission regarding any item on this agenda will be made available for public inspection in the City Clerk's Office, One Twin Pines Lane, during normal business hours and at the Council Chambers at City Hall, Second Floor, during the meeting.*

**MEETING MINUTES OF CITY OF BELMONT CITY COUNCIL AND BELMONT FIRE PROTECTION DISTRICT BOARD OF DIRECTORS REGULAR MEETING**
City Council Chambers, City Hall, One Twin Pines Lane, Belmont, California

**TUESDAY, OCTOBER 10, 2023**

**CALL TO ORDER: 7:00 PM**

**ROLL CALL**
COUNCILMEMBER PRESENT: Latimerlo, Pang-Maganaris, McCune, Hurt, Mates
COUNCILMEMBES ABSENT: None

**PLEDGE OF ALLEGIANCE**
Led by Mayor Mates.

**REPORT FROM CLOSED SESSION**
No closed session on this agenda.

**SPECIAL PRESENTATIONS**
**Proclamation Recognizing Indigenous Peoples' Day, October 9, 2023**
Mayor Mates read the proclamation.

Gloria E. Gomez, Former Councilwoman for the Muwékma Ohlone Tribe accepted the proclamation.

**PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA**
William Blight commented on interactions with the Public Works department regarding a sewer line issue at his home.
John Presco commented on his ancestral connection to Belmont.

**COUNCILMEMBER ANNOUNCEMENTS**
Mayor Mates commented on the recent actions in Israel and reiterated that Belmont is a safe and inclusive community. She commented on upcoming events and programs offered to the Belmont Community.

Councilmember Pang-Maganaris commented on October being domestic prevention month and offered resources for those that may need them.

**CONSENT BUSINESS**
Approval of Minutes of September 12, 2023, Council Meeting Minutes September 26, 2023, Council Special and Regular Meeting Minutes September 12, 2023, BFPD Meeting Minutes September 26, 2023, BFPD Meeting Minutes
**Ordinance 2023-1172** to amend Belmont City Code Chapter 32 "Minimum Wage" to add a catch-up provision, round the minimum wage to the nearest five cents, and provide flexibility to the annual publishing timeline

**Resolution 2023-077** authorizing the City Manager to negotiate and execute an agreement with Central Square Technologies, for a 3-year subscription/maintenance of the City's cloud-based Community Development software solution, for an amount not to exceed $232,000
**Resolution 2023-078** accepting the work for the San Juan Pump Station Slope Repair Project, City Contract Number 2019-579, by Brannon Corporation allowing for the filling of a Notice of Completion for the project

No members of the public came forward to speak.

City Attorney Rennie read the title of Ordinance 2023-1172 to amend Belmont City Code Chapter 32 "Minimum Wage" to add a catch-up provision, round the minimum wage to the nearest five cents, and provide flexibility to the annual publishing timeline

**ACTION:** On a motion made by Councilmember McCune and seconded by Councilmember Pang-Maganaris the Consent Business was unanimously approved by a roll call vote (5-0).

**PUBLIC HEARINGS-None**

**GENERAL BUSINESS**
**Storm Drainage Master Plan Update and Contract Amendment**
Public Works Director Brown stated that the last update to the Storm Drainage plan was in 2009 he noted that Belmont's is in need of update and although the current plan performs well as demonstrated in the last winter storms, he further explained that when overtaxed some issues do occur.

He introduced City consultants Straley and Sui, Wood Rodgers and noted that in addition to receiving the storm mater plan update the Council will consider an amendment to the contract for services with Wood Rogers for additional services related to the Harbor area bypass to aide with flood control.

City Consultant Straley provided an overview of the Stormwater Master Plan planning. She provided an overview of the CIP recommendations and prioritization. She explained funding options. She outlined next steps beginning in early 2024; including conducting property fee survey, community outreach and return to council for completed plan acceptance.

Council deliberation ensued,

Mr. Sui explained that prioritization is being further evaluated and noted that the flood risk cost ration approach is the technical factor when apply for grant funding he further explained that subsequent factors will be accounted for in the ranking system. He noted that the likelihood receive grant funding is high.

City Manager Oskoui stated that several funding sources will be explored to fund the stormwater CIP. He noted that tonight is a first step in the process and more conversation and outreach will be conducted before a plan is finalized for Council adoption.

No members of the public came forward to speak.

**ACTION:** On a motion made by Vice Mayor Hurt and seconded by Councilmember McCune **Resolution 2023-079** authorizing the City Manager to negotiate and execute an amendment to an agreement with Wood Rodgers for the engineering services to include additional scope of work for an additional amount of $66,150 for the Stormwater Master Plan Update and Program Support Services bringing the total contract amount to a not-to-exceed $603,175 was unanimously approved by a roll call vote (5-0).

**BRIEF VERBAL REPORTS FROM MEMBERS AND STAFF**

**Verbal report from Councilmembers on Intergovernmental (IGR) and Subcommittee Assignments**
Councilmembers reported on their assignments.

**Verbal report from City Manager**
City Manager Oskoui invited the public to check the City's website for upcoming October and November Community events.

**MATTERS OF INTEREST/CLARIFICATION**
None

**ADJOURNMENT** at this time being 7:50 p.m. in memory of California Senator Diane Feinstein and Julie Meade Carlmont High School Alumni and Coach.

**Submitted by,**
**Jozi Plut, City Clerk**

DRAFT

**MEETING MINUTES OF CITY OF BELMONT CITY COUNCIL AND BELMONT FIRE PROTECTION DISTRICT BOARD OF DIRECTORS REGULAR MEETING**
City Council Chambers, City Hall, One Twin Pines Lane, Belmont, California

**TUESDAY, October 10, 2023**

**CALL TO ORDER: 7:00 PM**

**ROLL CALL**
DIRECTORS PRESENT: LATIMERLO, PANG-MAGANARIS, MCCUNE, HURT, MATES
DIRECTORS ABSENT:

**CONSENT BUSINESS**
No BFPD business conducted at this meeting.

**ADJOURNMENT** at this time being 7:50 p.m. in memory of California Senator Diane Feinstein and Julie Meade Carlmont High School Alumni and Coach.

**Submitted by,**
**Jozi Plut, District Secretary**

DRAFT

CITY OF BELMONT

# FISCAL YEAR 2024

MONTHLY FINANCIAL REPORT - AUGUST 31, 2023



## HIGHLIGHTS

### PERFORMANCE AT A GLANCE REPORT

• General Fund balance increased compared to prior YTD

### FUND RECAP AT A GLANCE REPORT

**Notable Fund Balance Increase compared to prior YTD:**

•General Fund
•Measure I
•Development Services
•Liability Insurance
• Sewer Collection System
• Sewer Treatment

**Notable Fund Balance Decrease compared to prior YTD:**

• Planned Park

### BUDGET VARIANCE REPORT

• Management Discussion & Analysis
• Tax Trends

### CASH DISBURSEMENTS & PURCHASE ORDER ACTIVITY REPORT

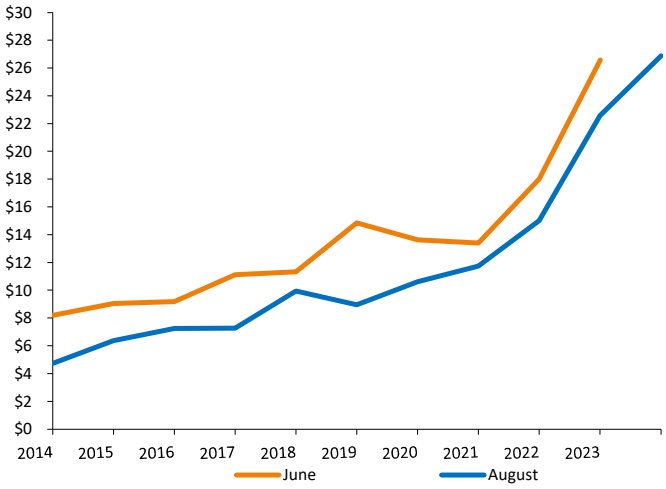
*This report contains financial information which has not been reviewed or audited by an independent auditor, does not reflect the application of generally accepted accounting principles in all instances and is subject to future revision. This report has not been prepared with a view to informing an investment decision in any of the City's bonds, notes or other obligations. Any projections, plans or other forward-looking statements included in this report are subject to a variety of uncertainties that could cause any actual plans or results to differ materially from any such statement. The information herein is not intended to be used by investors or potential investors in considering the purchase or sale of the City's bonds, notes or other obligations and investors and potential investors should rely only on information filed by the City on the Municipal Securities Rulemaking Board's Electronic Municipal Market Access System for municipal securities disclosures and website, maintained on the World Wide Web at https://emma.msrb.org/*

*These financial reports are designed to provide a general overview of the City of Belmont's interim finances. Questions concerning any information provided in these reports should be addressed to financedept@belmont.gov or for additional information regarding the City's financial activities, including past award winning audited financial statements, transparency efforts and best practices please visit the City at www.belmont.gov.*

CALIFORNIA BELMONT

# City of Belmont
# Performance at a Glance
# Results for the Period Ended August 31, 2023
# (000's)

**General Fund Balance Trend**
**(in millions)**

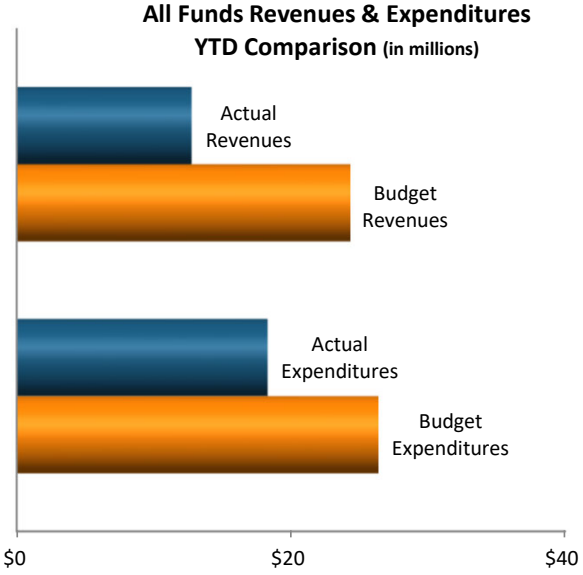



**General Fund Balance Trends***

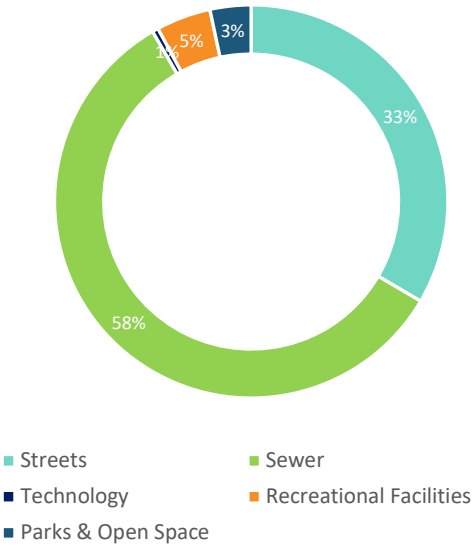
| | | |
|---|---|---|
| 6/30/2014 | $8,204 | Audited |
| 6/30/2015 | $9,049 | Audited |
| 6/30/2016 | $9,177 | Audited |
| 6/30/2017 | $11,128 | Audited |
| 6/30/2018 | $11,325 | Audited |
| 6/30/2019 | $14,846 | Audited |
| 6/30/2020 | $13,637 | Audited |
| 6/30/2021 | $13,398 | Audited |
| 6/30/2022 | $18,013 | Audited |
| 6/30/2023 | $26,586 | Unaudited |
| 8/31/2023 | $26,885 | Unaudited |

* excludes Measure I

**All Funds Revenues & Expenditures**
**YTD Comparison (in millions)**




**Capital Improvement Plan**




## General Fund

The General Fund balance is $26.9 million, a $0.3 million increase compared to amount at the prior fiscal year end.

## Fund Balance - YTD Fund Deficits

As shown on the Fund Recap at a Glance (page 3) Supplemental Law Enforcement, Street Maintenance, Library Bond Debt Service and Facilities Management Fund have deficits and are expected to be elminated in a future period.

**City of Belmont**
**Fund Recap at a Glance**
**Results for the Period Ended August 31, 2023**
**(000's)**

| Fund | Fund Name | Unaudited Fund Balance 06/30/23 (1) | Revenues YTD Budget | YTD Actual (2) | Variance (Under) Over | % | PY YTD Actual | Expenditures YTD Budget | YTD Actual (3) | Variance Under (Over) | % | PY YTD Actual | Unaudited Fund Balance 08/31/23 (1)+(2)-(3) | PY YTD Fund Balance 08/31/22 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **GENERAL FUND** | | | | | | | | | | | | | | |
| 101 | General | *$26,586* | $4,929 | $3,963 | ($966) | 80% | $8,200 | $5,047 | $3,664 | $1,383 | 73% | $3,482 | ***$ 26,885*** | *22,557* |
| 102 | Measure I | *4,096* | 385 | 47 | (338) | 12% | 25 | 1,210 | 7 | 1,203 | 1% | 101 | ***4,136*** | *2,863* |
| **SPECIAL REVENUE FUNDS** | | | | | | | | | | | | | | |
| 205 | Recreation | *583* | 562 | 220 | (342) | 39% | 195 | 614 | 757 | (143) | 123% | 689 | ***46*** | *(494)* |
| 206 | Library Maintenance & Operation | *815* | 53 | 0 | (53) | 0% | 0 | 174 | 72 | 102 | 41% | 48 | ***743*** | *787* |
| 207 | Athletic Field Maintenance | *366* | 20 | 30 | 10 | 150% | 38 | 59 | 21 | 38 | 36% | 12 | ***375*** | *401* |
| 208 | City Tree | *284* | 3 | 4 | 1 | 133% | 1 | 14 | 7 | 7 | 50% | 6 | ***281*** | *292* |
| 209 | Senior Services Donation | *93* | 1 | 0 | (1) | 0% | 0 | 0 | 0 | 0 | N/A | | ***93*** | *90* |
| 210 | Development Services | *1,537* | 875 | 1,800 | 925 | 206% | 853 | 1,085 | 768 | 317 | 71% | 764 | ***2,569*** | *1,174* |
| 212 | General Plan Maintenance | *1,591* | 88 | 177 | 89 | 201% | 305 | 187 | 79 | 108 | 42% | 16 | ***1,689*** | *1,594* |
| 223 | Belmont Fire Protection District | *20,198* | 2,872 | 903 | (1,969) | 31% | 388 | 2,139 | 4,014 | (1,875) | 188% | 175 | ***17,087*** | *16,430* |
| 225 | Police Grants and Donations | *30* | 0 | 0 | 0 | N/A | 0 | 1 | 0 | 1 | 0% | 1 | ***30*** | *32* |
| 227 | Supplemental Law Enforcement | *7* | 29 | 0 | (29) | 0% | 0 | 21 | 18 | 3 | 86% | 26 | ***(11)*** | *(26)* |
| 231 | Street Maintenance | *0* | 650 | 215 | (435) | 33% | 155 | 434 | 453 | (19) | 104% | 428 | ***(238)*** | *(274)* |
| 232 | RMRA Street Project | *606* | 117 | 54 | (63) | 46% | 47 | 220 | 0 | 220 | 0% | 2 | ***660*** | *44* |
| 233 | Measure W | *2,079* | 64 | 0 | (64) | 0% | 8 | 158 | 0 | 158 | 0% | | ***2,079*** | *1,115* |
| 234 | Street Improvements | *2,103* | 208 | 90 | (118) | 43% | 309 | 571 | 13 | 558 | 2% | 245 | ***2,180*** | *1,319* |
| 237 | Traffic Impact | *212* | 271 | 0 | (271) | 0% | 0 | 0 | 0 | 0 | N/A | | ***212*** | *200* |
| 239 | Public Art | *405* | 51 | 0 | (51) | 0% | 0 | 0 | 0 | 0 | N/A | | ***405*** | *396* |
| 275 | Affordable Housing Successor | *9,298* | 81 | 163 | 82 | 201% | 2,402 | 647 | 29 | 618 | 4% | 151 | ***9,432*** | *8,719* |
| 277 | Inclusionary Housing | *2,572* | 101 | 0 | (101) | 0% | 0 | 0 | 0 | 0 | N/A | | ***2,572*** | *2,452* |
| | Total Special Revenue | *42,779* | 6,046 | 3,656 | (2,390) | 60% | 4,701 | 6,324 | 6,231 | 93 | 99% | 2,563 | ***40,204*** | *34,253* |
| **CAPITAL PROJECT FUNDS** | | | | | | | | | | | | | | |
| 308 | General Facilities | *734* | 2 | 0 | (2) | 0% | 0 | 106 | 1 | 105 | 1% | 1 | ***733*** | *724* |
| 310 | Infrastructure | *2,396* | 7 | 0 | (7) | 0% | 260 | 236 | 1 | 235 | 0% | 193 | ***2,395*** | *2,876* |
| 312 | Comcast PEG Program | *404* | 1 | 0 | (1) | 0% | 0 | 20 | 0 | 20 | 0% | | ***404*** | *396* |
| 341 | Planned Park | *1,701* | 7 | 0 | (7) | 0% | 406 | 119 | 1 | 118 | 1% | 9 | ***1,700*** | *2,386* |
| 342 | Park Impact | *642* | 451 | 0 | (451) | 0% | 0 | 109 | 0 | 109 | 0% | 151 | ***642*** | *176* |
| 343 | Open Space | *97* | 0 | 0 | 0 | N/A | 3 | 12 | 2 | 10 | 17% | 17 | ***95*** | *150* |
| 399 | Capital Improvement Projects | - | 6,329 | 3,562 | (2,767) | 56% | 0 | 6,286 | 843 | 5,443 | 13% | 0 | ***2,719*** | *0* |
| 704 | Special Assessment Districts | *315* | 1 | 0 | (1) | 0% | 0 | 0 | 0 | 0 | N/A | | ***315*** | *309* |
| | Total Capital Projects | *6,289* | 6,798 | 3,562 | (3,236) | 52% | 669 | 6,888 | 848 | 6,040 | 12% | 371 | ***9,003*** | *7,017* |
| **DEBT SERVICE & OTHER FUNDS** | | | | | | | | | | | | | | |
| 406 | Library Bond Debt Service | *285* | 113 | 0 | (113) | 0% | 0 | 113 | 527 | (414) | 466% | 524 | ***(242)*** | *(253)* |
| 501-505 | Sewer Collection System | *32,200* | 3,328 | 156 | (3,172) | 5% | 365 | 3,680 | 2,079 | 1,601 | 56% | 1,798 | ***30,277*** | *24,182* |
| 507 | Sewer Treatment | *28,137* | 539 | 0 | (539) | 0% | 0 | 683 | 1,849 | (1,166) | 271% | 2,004 | ***26,288*** | *23,988* |
| 525 | Storm Drainage Enterprise | *2,173* | 223 | 65 | (158) | 29% | 122 | 538 | 286 | 252 | 53% | 252 | ***1,952*** | *2,458* |
| 530 | Solid Waste Management | *1,868* | 106 | 47 | (59) | 44% | 45 | 94 | 84 | 10 | 89% | 76 | ***1,831*** | *1,736* |
| 570 | Worker's Compensation | *1,762* | 148 | 204 | 56 | 138% | 131 | 122 | 681 | (559) | 558% | 632 | ***1,285*** | *1,036* |
| 571 | Liability Insurance | *3,686* | 141 | (377) | (518) | -267% | (1,661) | 187 | 550 | (363) | 294% | 463 | ***2,759*** | *1,263* |
| 572 | Self Funded Vision | - | 0 | 0 | 0 | N/A | 0 | 0 | (4) | 4 | N/A | (6) | ***4*** | *6* |
| 573 | Fleet & Equipment Management | *8,393* | 777 | 757 | (20) | 97% | 746 | 850 | 675 | 175 | 79% | 687 | ***8,475*** | *7,498* |
| 574 | Facilities Management | *(603)* | 577 | 479 | (98) | 83% | 302 | 434 | 646 | (212) | 149% | 484 | ***(770)*** | *(182)* |
| 575 | Benefit Prefunding | *1,235* | 247 | 216 | (31) | 87% | 230 | 226 | 195 | 31 | 86% | 512 | ***1,256*** | *799* |
| | Total Debt & Other | 79,138 | 6,199 | 1,547 | (4,652) | 25% | 280 | 6,927 | 7,568 | (641) | 109% | 7,426 | 73,117 | 62,531 |
| | **Total All Funds** | **$158,887** | **$24,357** | **$12,775** | **($11,582)** | **52%** | **$13,875** | **$26,396** | **$18,318** | **$8,078** | **69%** | **$13,943** | **$153,344** | **$129,221** |

**Fund Types:**

**General Fund -** Used to account for and report all financial resources not accounted for and reported in another fund.

**Special Revenue Funds -** Used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specific purposes other than debt service or capital projects.

**Capital Projects Funds** - Used to account for and report financial resources that are restricted, committed, or assigned to expenditure for capital outlays, including the acquisition or construction of capital facilities and other capital assets.

**Debt Service & Other Funds** - Includes funds used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest; funds used to finance and account for special activities and services performed by a designated department for other departments in the City on a cost reimbursement basis; and funds to account for operations financed and operated in a manner similar to a private business enterprise with the intent that the cost of providing goods and services is primarily financed through user charges; and funds used to account for assets held by the City as an agent.

**City of Belmont**
**Budget Variance Report**
**General Fund / All Other Funds**
**Results for the Period Ended August 31, 2023**
**(000's)**

| | General Fund | | | | | | All Other Funds | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Year to Date (YTD) | | | | Annual | PY YTD | Year to Date (YTD) | | | | Annual | PY YTD |
| | Budget | Actual | Variance | % | Budget | Actual | Budget | Actual | Variance | % | Budget | Actual |
| **REVENUES** | | | | | | | | | | | | |
| Taxes | $3,662 | $2,016 | ($1,646) | 55% **a** | $21,971 | $3,142 | $3,578 | $133 | ($3,445) | 4% **a** | $21,471 | $202 |
| Licenses and permits | 198 | 67 | (131) | 34% **b** | 1,188 | 154 | 344 | 561 | 217 | 163% | 2,065 | 544 |
| Intergovernmental | 56 | 158 | 102 | 282% | 336 | 3,274 | 1,624 | 3,861 | 2,237 | 238% | 9,742 | 406 |
| Charge for services | 725 | 552 | (173) | 76% **c** | 4,347 | 571 | 7,487 | 2,898 | (4,589) | 39% **d** | 44,928 | 3,022 |
| Fines and forfeits | 27 | 9 | (18) | 33% | 160 | 7 | - | - | - | N/A | - | - |
| Use of money and property | 202 | 1,159 | 957 | 574% | 1,212 | 1,051 | 361 | 1,075 | 714 | 298% | 2,165 | 572 |
| Miscellaneous | 60 | 3 | (57) | 5% | 357 | 1 | 56 | 222 | 166 | 396% | 337 | (1,467) |
| Other financing sources | - | - | - | N/A | - | - | - | - | - | N/A | - | 2,397 |
| Operating transfers in | - | - | - | N/A | - | - | 5,977 | 62 | (5,915) | 1% **e** | 35,861 | - |
| **Total Revenues** | **4,931** | **3,965** | **(966)** | **80%** | **29,572** | **8,199** | **19,426** | **8,811** | **(10,615)** | **45%** | **116,568** | **5,676** |
| **EXPENDITURES** | | | | | | | | | | | | |
| General government | 1,231 | 905 | (326) | 74% | 7,384 | 925 | 1,314 | 2,099 | 785 | 160% **f** | 7,886 | 2,295 |
| Public safety | 2,623 | 2,344 | (279) | 89% | 15,738 | 2,226 | 2,153 | 4,032 | 1,879 | 187% **g** | 12,917 | 202 |
| Streets and utilities | - | - | - | N/A | - | - | 8,389 | 2,829 | (5,560) | 34% | 50,331 | 2,489 |
| Culture and recreation | 427 | 415 | (12) | 97% | 2,560 | 331 | 1,597 | 1,567 | (30) | 98% | 9,584 | 1,444 |
| Urban redevelopment | - | - | - | N/A | - | | 1,585 | 634 | (951) | 40% | 9,509 | 685 |
| Debt service | - | - | - | N/A | - | - | 1,102 | 3,431 | 2,329 | 311% **h** | 6,614 | 3,343 |
| Operating transfer out | 767 | - | (767) | | 4,600 | | 5,210 | 62 | (5,148) | 1% | 31,261 | |
| **Total Expenditures** | **5,048** | **3,664** | **(1,384)** | **73%** | **30,282** | **3,482** | **21,349** | **14,654** | **(6,695)** | **69%** | **128,102** | **10,458** |
| **EXCESS OF REVENUES OVER/ (UNDER) EXPENDITURES** | **($117)** | **$301** | | | **($710)** | **$4,717** | **($1,923)** | **($5,843)** | | | **($11,534)** | **($4,782)** |

## Management Discussion and Analysis

(Items with unfavorable budget variance more than $0.1 million)

**General Fund**

*Revenues*

- **a) Taxes** - The budget variance is primarily due to the timing of semi-annual property tax receipts received in December and April. In addition, the majority of Sales Tax and Transisent Occupancy Taxes (TOT) received in July are related to June activities, which are subject to an accounting adjustment.
- **b) Licenses and permits** - The budget variance is primarily due to the timing of receipts and an accounting adjustment.
- **c) Charge for Services** - The budget variance is primarily due to the 1st quarter Public Safety and Wildfire Prevention revenue, which will be received in September.

**Other Funds**

*Revenues*

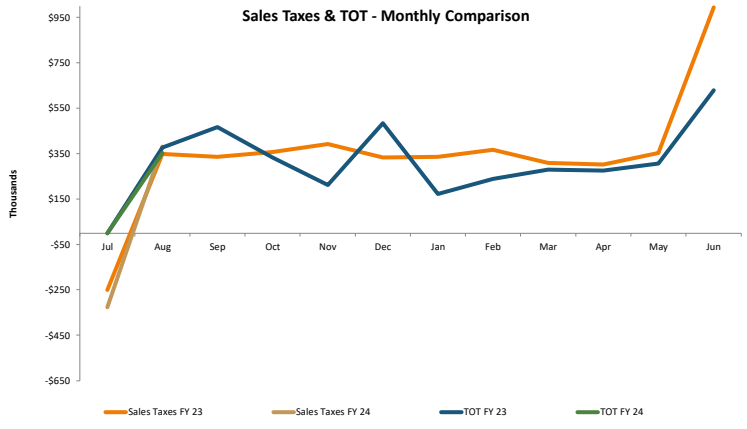
- **a) Taxes** - The budget variance is primarily due to the timing of semi-annual property tax receipts received in December and April.
- **d) Charge for Services** - The Sewer User Fee (Collection & Treatment) is included as part of the City's Property Tax bill to be received semi-annually, typically in December and April.
- **e) Operating Transfers In** – Budgeted operating transfers are recorded at the end of the fiscal year based on actual results.

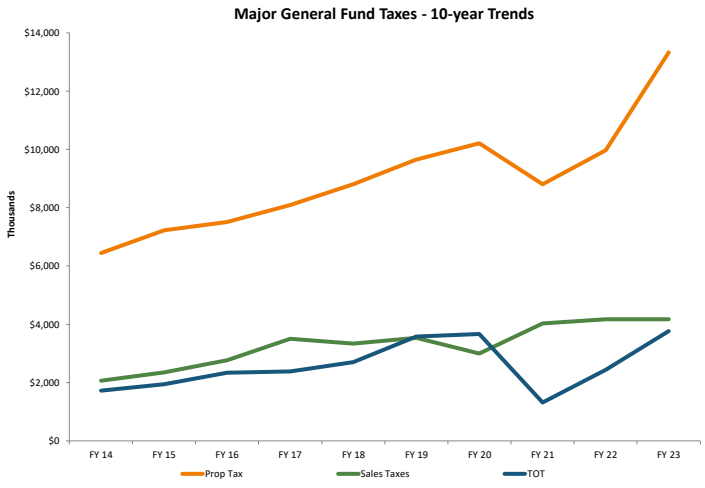
**Other Funds**

*Expenditures*

- **f) General Government** - The annual insurance premiums and OPEB contributions were paid in July.
- **g) Public Safety** - First quarter payments of $1.7M to BSCFD and $2.3M to San Mateo Consolidated Fire Department were made in July.
- **h) Debt Service** - Semi-annual debt service on bonds were paid in August and January.

## Trends




** July Sales Tax & TOT revenues received were for June activities and accrued to the previous FY. July revenues will be received in August.

# City of Belmont
# Disbursements & Purchase Order Activity Report
# Results for the Period Ended August 31, 2023

## Disbursements Amounts Equal to $50,000 and Above

| Vendor | Description | Date | No. | Amount |
|---|---|---|---|---|
| ADP | PAYROLL TAXES 08/11/2023 | 8/11/23 | DAJ000008410 | 109,721.80 |
| ADP | PAYROLL TAXES 08/25/2023 | 8/25/23 | DAJ000008416 | 102,991.33 |
| BNY MELLON | 2019 SEWER REVENUE BONDS DEBT SERVICE | 8/1/23 | DAJ000008453 | 709,203.70 |
| BNY MELLON | 2018 SEWER REVENUE BONDS DEBT SERVICE | 8/1/23 | DAJ000008454 | 897,756.60 |
| BRANNON CORPORATION | SAN JUAN PUMP STATION REPAIR | 8/18/23 | EFT00032755 | 70,339.24 |
| CALPERS | COB CONTRIBUTION PPE 7/08/23 | 8/1/23 | DAJ000008452 | 129,469.91 |
| CALPERS | HEALTH PREMIUM-AUGUST | 8/11/23 | DAJ000008444 | 178,650.59 |
| CALPERS | COB CONTRIBUTION PPE 7/22/23 | 8/16/23 | DAJ000008437 | 129,383.49 |
| CALPERS | COB CONTRIBUTION PPE 8/05/23 | 8/28/23 | DAJ000008426 | 131,073.23 |
| CITY OF BELMONT EMPLOYEES | PAYROLL 08/11/2023 | 8/10/23 | DAJ000008461 | 479,272.60 |
| CITY OF BELMONT EMPLOYEES | PAYROLL 08/25/2023 | 8/24/23 | DAJ000008414 | 455,826.93 |
| COUNTY OF SAN MATEO | SAFETY ELEMENT | 8/18/23 | 1203970 | 155,113.00 |
| FIRST FOUNDATION | 2022 SEWER REFUNDING BONDS DEBT SERVICE | 8/1/23 | DAJ000008455 | 1,400,696.00 |
| INTERSTATE GRADING | RALSTON AVENUE PAVEMENT REHABILITATION PROJECT | 8/25/23 | EFT00032889 | 346,550.50 |
| SILICON VALLEY CLEAN WATER | SEPTEMBER CONTRIBUTION | 8/11/23 | EFT00032676 | 303,637.00 |
| | | | **Total Disbursements in Excess of $50,000** | **$ 5,599,685.92** |
| | | | **Total Count** | **15** |

## Purchase Order Amounts Equal to $50,000 and Above

| Vendor | Description | Date | No. | Amount |
|---|---|---|---|---|
| BRANNON CORPORATION | SAN JUAN SEWER PUMP PROJECT | 8/8/23 | 24 00016 | 284,606.00 |
| EYEP SOLUTIONS | WIFI UPGRADE PROJECT - VARIOUS LOCATIONS | 8/8/23 | 24 00017 | 70,991.43 |
| VALLEY OIL COMPANY | FUEL INVENTORY | 8/8/23 | 24 00018 | 178,000.00 |
| MNS ENGINEERS INC | HILLER STREET SANITARY SEWER UPGRADE | 8/21/23 | 24 00020 | 184,000.00 |
| INTERSTATE GRADING | RALSTON AVENUE PAVEMENT REHABILITATION PROJECT | 8/21/23 | 24 00021 | 1,756,456.00 |
| | | | **Total Purchase Orders Issued in Excess of $50,000** | **$ 2,474,053.43** |
| | | | **Total Count** | **5** |

# CITY OF BELMONT
# TREASURER'S REPORT
# August-23

## Agency Receipts and Disbursements Summary

| | Beginning Balance July 31, 2023 | Receipts | Disbursements | Ending Balance August 31, 2023 |
|---|---|---|---|---|
| City of Belmont | $ 108,782,203.41 | $ 5,726,813.40 | $ (7,731,387.24) | $ 106,777,629.57 |
| Belmont Fire Protection District | 17,118,138.70 | 0.00 | (31,154.60) | 17,086,984.10 |
| **Total** | **$ 125,900,342.11** | **$ 5,726,813.40** | **$ (7,762,541.84)** | **$ 123,864,613.67** |
| | | | | - |

## Balance Summary

| | Deposit | Investments | Pool Total |
|---|---|---|---|
| City of Belmont & Belmont Fire Protection District | **$ 1,480,197.08** | **$ 122,384,416.59** | **$ 123,864,613.67** |
| | | | - |

I certify that this report accurately reflects all investments of City of Belmont and Belmont Fire Protection District, and is in conformance with the adopted Investment Policy mandated by Government Code 53646. Furthermore, I certify to the best of my knowledge, sufficient investment liquidity and anticipated revenues are available to meet the Agency's budgeted expenditure requirement for the next six months.

Respectfully Submitted,

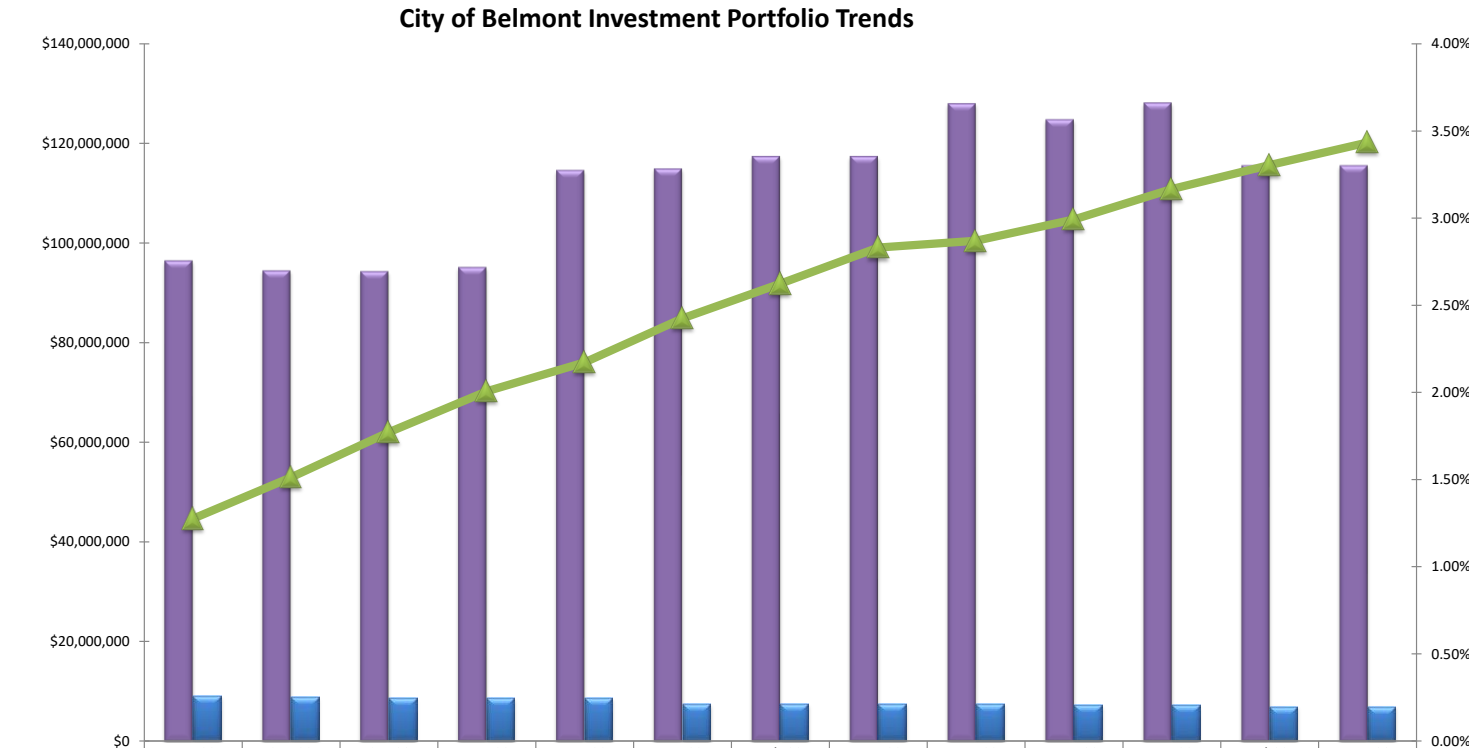
s/b Grace Castaneda

Grace Castaneda
City Treasurer

# CITY OF BELMONT
# TREASURER'S REPORT
# August-23

**Investment Detail**

| Investment Type | Issuer | Maturity Date | Par Amount | Current Market Value | Interest Total | Investment Period | Rate | Pricing Source | Manager |
|---|---|---|---|---|---|---|---|---|---|
| **Deposit** | | | | | | | | | |
| General Account | Wells Fargo | | $ 1,480,197.08 | $ 1,480,197.08 | | | | Bank | Bank |
| **Investments:** | | | | | | | | | |
| L.A.I.F.-POOL | State of California | Daily | 115,474,494.77 | 113,722,573.36 | 330,449.51 | 90 days | 3.434% | LAIF | LAIF |
| L.A.I.F.-BONDS | State of California | Daily | 6,909,921.82 | 6,805,087.93 | 19,773.89 | 90 days | 3.434% | LAIF | LAIF |
| **Total** | | | **$ 123,864,613.67** | **$ 122,007,858.37** | **$ 350,223.41** | | | | |




| | Aug-22 | Sep-22 | Oct-22 | Nov-22 | Dec-22 | Jan-23 | Feb-23 | Mar-23 | Apr-23 | May-23 | Jun-23 | Jul-23 | Aug-23 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| L.A.I.F.-POOL | 96,412,851 | 94,372,851 | 94,252,429 | 95,052,429 | 114,502,429 | 114,810,359 | 117,310,359 | 117,310,359 | 127,892,077 | 124,692,077 | 128,042,077 | 115,474,495 | 115,474,495 |
| L.A.I.F.-BONDS | 9,103,562 | 8,770,562 | 8,581,303 | 8,581,303 | 8,581,303 | 7,384,268 | 7,384,268 | 7,384,268 | 7,435,147 | 7,287,147 | 7,287,147 | 6,909,922 | 6,909,922 |
| INTEREST RATE | 1.276% | 1.513% | 1.772% | 2.007% | 2.173% | 2.425% | 2.624% | 2.831% | 2.870% | 2.993% | 3.167% | 3.305% | 3.434% |

# STAFF REPORT

| | |
|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Selena Lau, Public Works Department, (650) 226-6901, slau@belmont.gov |
| **Agenda Title:** | 2244 Semeria Avenue Permanent Encroachment Agreement |
| **Agenda Action:** | Resolution |

## Recommendation

Adopt a resolution approving a Permanent Encroachment Agreement for Retaining Walls within the Public Right-of-Way at 2244 Semeria Avenue (APN 044-024-100).

## Strategic Focus Area

Public Safety

## Background

In 2021, the City issued a planning permit for the construction of a new single-family resident at 2244 Semeria Avenue. The project proposes the installation of two concrete retaining walls which will be constructed to reduce hillside erosion and increase pedestrian safety within the public right-of-way fronting their property.

The City Council adopted Ordinance Number 994 as codified in Section 22-6 of the Municipal Code regulating encroachments into the public right-of-way on December 9, 2003. This ordinance gives the City Council the sole authority to issue permits for permanent or unusual encroachments that include above ground structures such as retaining walls, fences, poles, and awnings. This class of encroachment is commonly known as "permanent encroachment," although the City retains the right to revoke the permit and require removal if the structure is not being used or if it interferes with planned public improvements. Section 22-6(b) requires the Director of Public Works to review all permanent encroachment applications. If the Director finds the application is in compliance with the Municipal Code, the Director will recommend approval with conditions necessary to protect the health and safety of the public and the City. The City Council may choose to approve or to conditionally approve the application.

## Analysis

The property owner at 2244 Semeria Avenue is requesting approval of a permanent encroachment permit for installation of two retaining walls fronting the property that will reduce erosion of a steep slope on the public right-of-way.

The developer of 2244 Semeria Avenue has submitted a permanent encroachment agreement application to allow encroachment into the public right-of-way as shown in Exhibit A attached. Staff has reviewed the application and found it in compliance with the City Code. The City Council may choose to approve or to conditionally approve the request only if it considers that there is some public benefit for the encroachment. BCC Section 22-7(e)(1) provides examples of acceptable public benefits, such as added

off-street parking, or sidewalk, safer sight distance, reduced amount of grading, and replacement or improvement of an existing undesirable physical condition. The proposed encroachment will reduce erosion of the adjoining slope and provide a public benefit by enhancing pedestrian safety within the public right-of-way by building a sidewalk for the length of the frontage. In accordance with BCC Section 22-6(d), notices were sent to all affected properties within 300 feet of the project location that the City Council would be considering the item.

**Alternatives**

1. Take no action.
2. Refer back to staff for more information.

**Attachments**

A. Resolution
B. Exhibit A – Site plan showing location and details of the encroachments

**Fiscal Impact**

☐ No Fiscal Impact
☒ Funding Source Confirmed: Applicant has paid the applicable permit fee.

| **Source:** | **Purpose:** | **Public Outreach:** |
|---|---|---|
| Staff | Statutory/Contractual Requirement | Other* |

Notices sent to all affected properties within 300 feet of the project location.

# RESOLUTION NO. 2023 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT APPROVING A PERMANENT ENCROACHMENT AGREEMENT TO ALLOW TWO CONCRETE RETAINING WALLS WITHIN THE PUBLIC RIGHT-OF-WAY AT 2244 SEMERIA AVENUE (APN 044-024-100)**

WHEREAS, the City of Belmont is authorized by Belmont City Code (BCC) Section 22-6 to issue encroachment permits for construction of structures in the public right-of-way; and,

WHEREAS, the property owner of 2244 Semeria Avenue applied for a Permanent Encroachment Agreement to allow two concrete retaining walls to be located in the street right of way as indicated in Exhibit A and,

WHEREAS, the Public Works Director reviewed the application and determined that the application is in accordance with the requirements of BCC Section 22-6(e); and,

WHEREAS, the encroaching structure in connection with this agreement will be constructed in accordance with City standards with the location as shown in Exhibit A.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. In accordance with BCC Section 22-6(e), the City Council finds:

(a) There is a public benefit to the encroachments as the encroachment will reduce erosion on the slope within the public right of way and increase pedestrian safety; and,

(b) The encroachment will not unduly restrict the public right of way or public water course for other typical uses; and,

(c) The City will be duly protected from liability for injury to persons and property; and,

(d) The required bonds will guarantee the faithful performance of all conditions and requirements specified in the encroachment agreement.

(e) The encroachment is not solely for increasing the usable area of a private residence or business without a public benefit.

SECTION 2. The City Council authorizes the City Manager to execute the Permanent Encroachment Agreement on behalf of the City of Belmont.

SECTION 3. The City Council authorizes the City Clerk to file the Agreement with the County Recorder.

SECTION 4. The Permanent Encroachment Permit is approved subject to following conditions of approval which must be strictly complied with:

(a) The encroached structure shall be constructed according to the approved plans unless otherwise approved by the Director of Public Works and be included as part of the project; and,

(b) The property owners shall be responsible and bear all costs to maintain the encroachment and necessary to remove the encroachment in the event as determined by the Director of Public Works; and,

(c) The property owners shall be responsible for any restoration required as a consequence of work authorized by the City of Belmont within the public right-of-way; and,

* * *

ADOPTED October 24, 2023 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

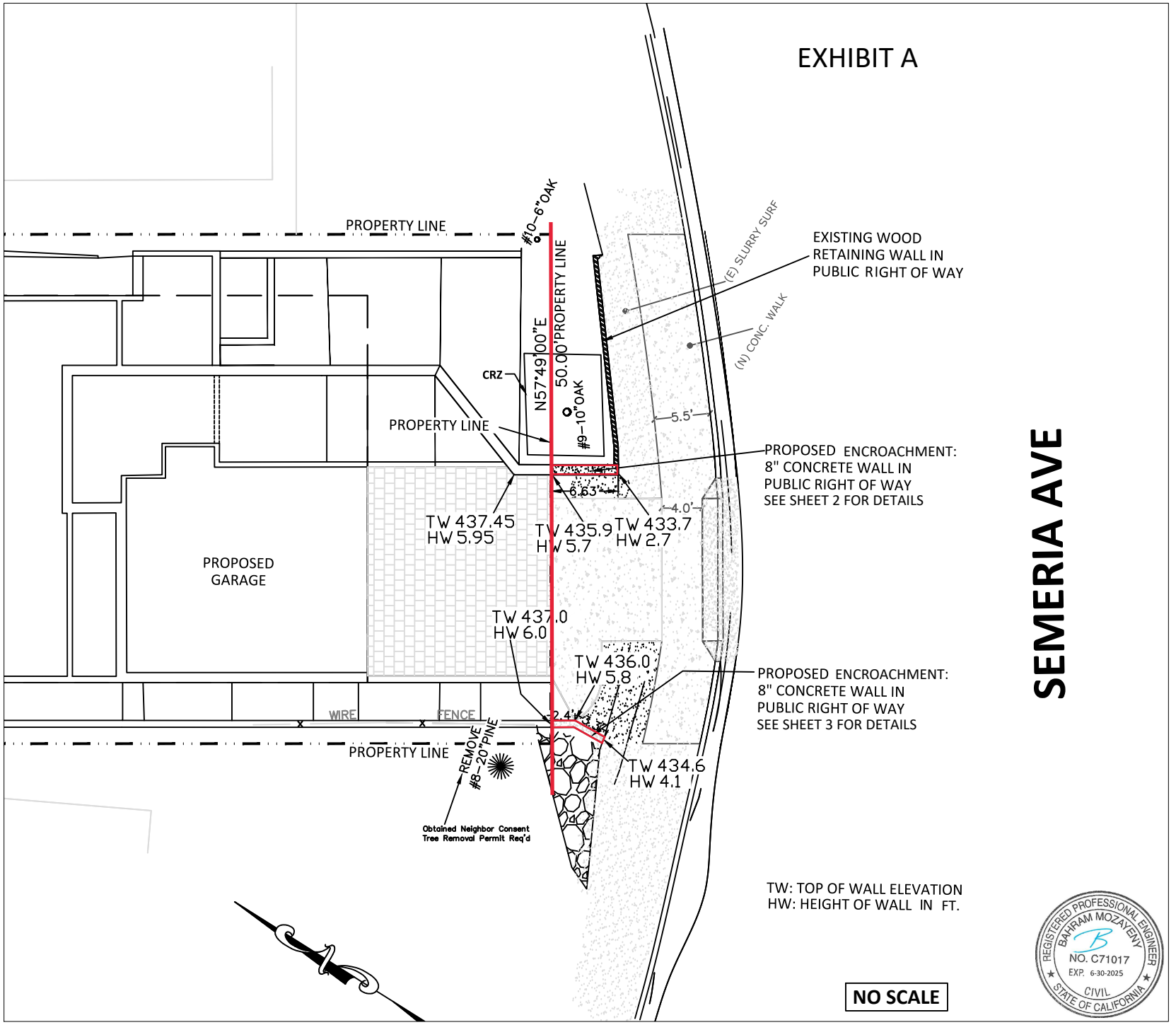
_____
City Clerk

_____
Mayor

APPROVED AS TO FORM:

_____
City Attorney

# EXHIBIT A




REGISTERED PROFESSIONAL ENGINEER
BAHRAM MOZAYENY
NO. C71017
EXP. 6-30-2025
CIVIL
STATE OF CALIFORNIA

VectorVision
PROFESSIONAL LAND SERVICES
PO BOX 357 San Mateo, CA 94401
Ph 650-307-0370

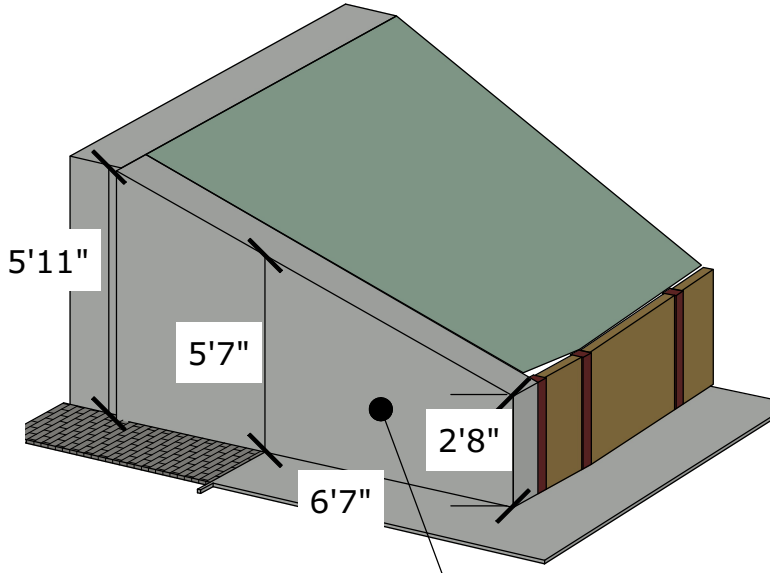
SEMERIA RESIDENCE
2244 SEMERIA AVE
BELMONT SAN MATEO COUNTY CALIFORNIA 94002
APN # 044-024-100

## ENCROACHING RETAINING WALL

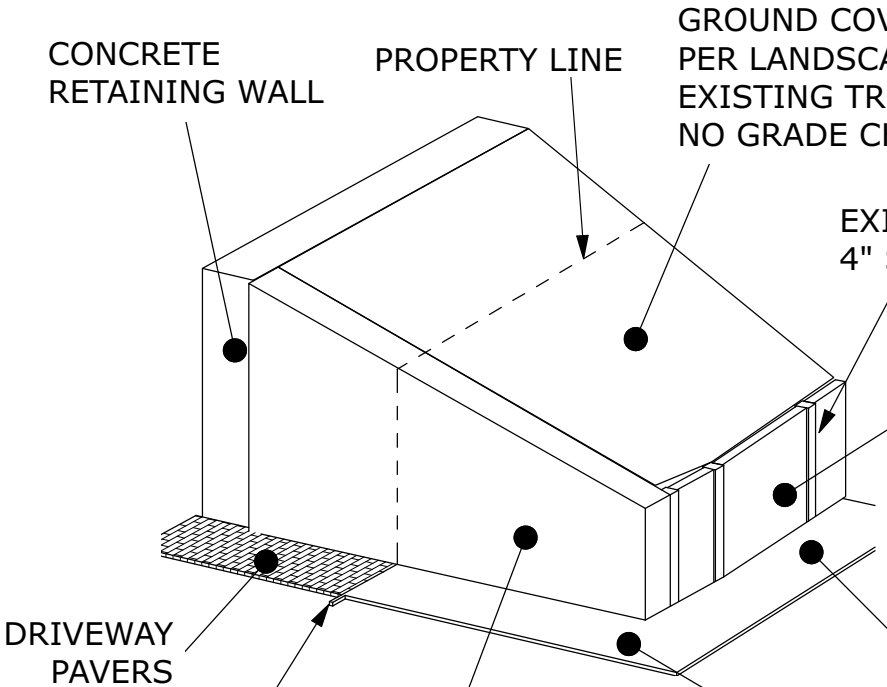
| DATE | REVISIONS |
|---|---|
| 9/20/23 | RESP. TO PW COMMENTS (8/25/23) |
| 2/20/23 | RESP. TO PW COMMENTS (2/24/23) |
| 2/20/23 | STORM DRAINAGE ANALYSIS |
| 9/20/23 | CONSTRUCTION TRAFFIC MGT C-16 ADDED |

DATE
8/26/21
REV 9/28/23



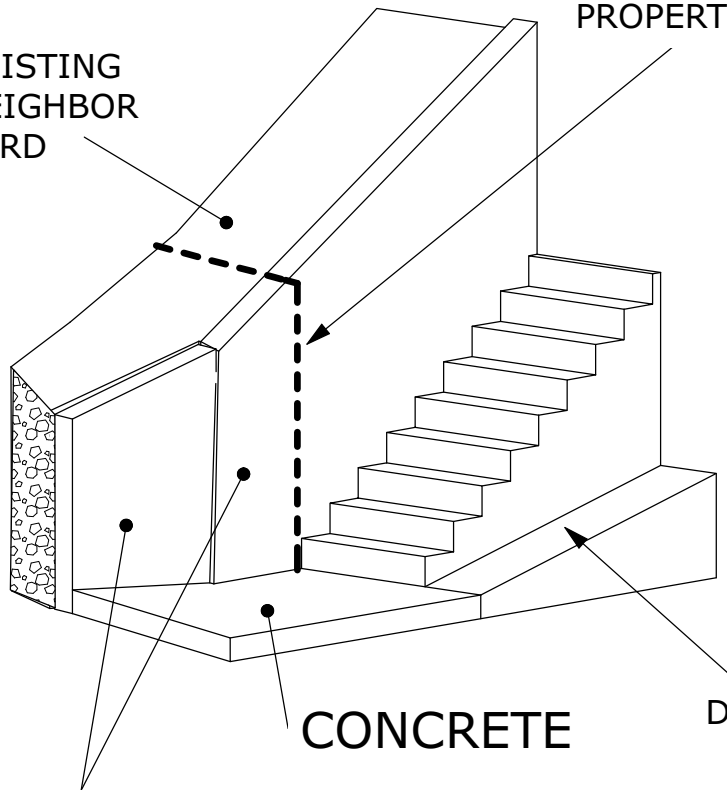

PROPOSED
RETAINING WALL
IN PUBLIC RIGHT OF WAY




NO SCALE

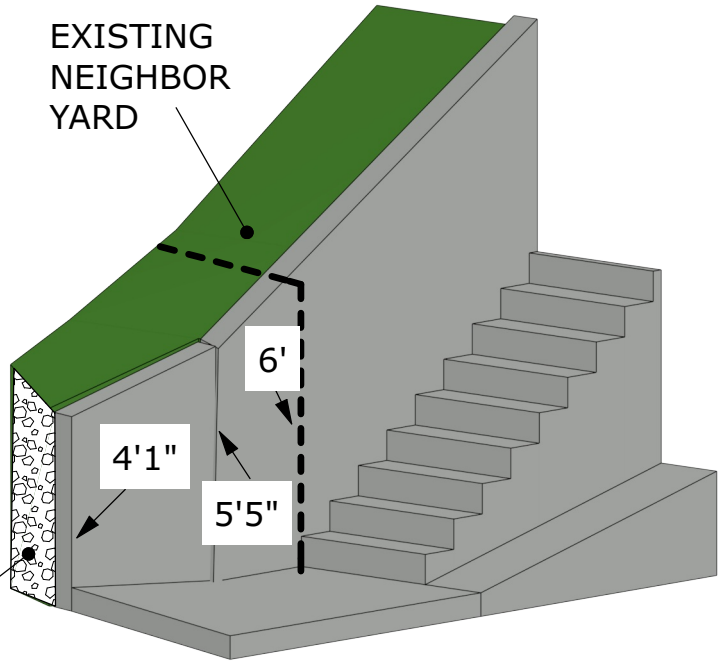
| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 2 OF 3 | | | REV 9/ /23 | 8/26/21 | DATE: | DRAWINGS PROVIDED BY: **VectorVision PC** PO BOX 357 SAN MATEO CA 94401 650-307-0370 VectorVisionPC@Comcast.Net | SEMERIA RESIDENCE 2244 SEMERIA AVE BELMONT SAN AMTEO COUNTY CA 94002 APN # 044-024-100 | ENCROACHING RETAINING WALL |

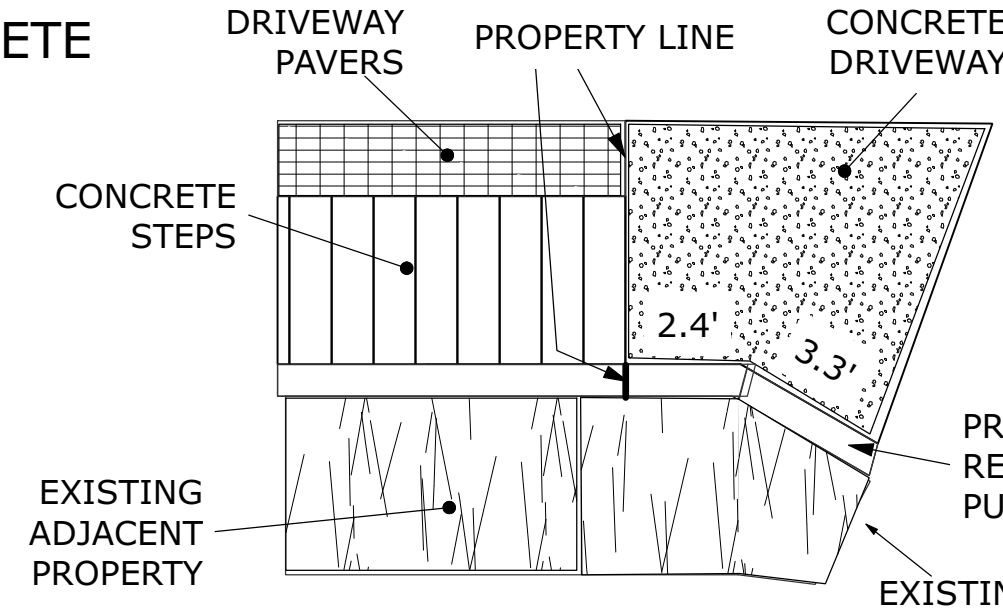
| NO. | DESCRIPTION | BY | DATE |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |










NO SCALE

| | | | | | |
|---|---|---|---|---|---|
| 3 OF 3 | | | REV 9/28/23 | 8/26/21 | DATE: |

DRAWINGS PROVIDED BY:
**VectorVision PC**
PO BOX 357
SAN MATEO CA 94401
650-307-0370
VectorVisionPC@Comcast.Net

SEMERIA RESIDENCE
2244 SEMERIA AVE
BELMONT SAN AMTEO COUNTY CA 94002
APN # 044-024-100

ENCROACHING
RETAINING WALL
LEFT

| NO. | DESCRIPTION | BY | DATE |
|---|---|---|---|
| | | | |
| | | | |
| | | | |
| | | | |

# STAFF REPORT

| | |
|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Brigitte Shearer, Parks & Recreation Director, (650) 595-7488, bshearer@belmont.gov |
| **Agenda Title:** | Agreement for Forester Consultant Services under CAL FIRE Fuel Reduction Grant |
| **Agenda Action:** | Resolution |

## Recommendation

Adopt a resolution authorizing the City Manager to negotiate and execute a services agreement with Dudek to conduct environmental review, develop fuel treatment prescriptions, and prepare maps for the CAL FIRE grant-funded fuel reduction project in the amount of $83,926 including contingency.

## Strategic Focus Area

Public Safety

## Background

On August 31, 2022, the City of Belmont was awarded a $325,000 grant from California's Department of Forestry and Fire Protection (CAL FIRE) for fuel reduction efforts in the City's open space. This award included funding for environmental assessment, treatment, and public outreach and education on fire hazard mitigation.

Fuel reduction work has been conducted in Belmont for many years, typically consisting of employing CAL FIRE hand crews to establish defensible space along the perimeter of the City's open space. This work, while very cost-effective, has been limited by the availability of hand crew personnel and access to treatment areas. With fewer CAL FIRE hand crews available in recent years, as well as the increased need for these resources to be deployed statewide for wildfire fighting due to climate change, Belmont must address fuel reduction through other channels such as grant-funded work carried out by third-party contractors.

Furthermore, a comprehensive assessment of the City's open space and locations of and recommendations for treatment protocols based on updated fire behavior and treatment strategy knowledge and informed by Belmont's topography and ecology is warranted to address both habitat preservation and the community's need for protection from life threatening fire and property damage.

The deliverable document will benefit the City well beyond the conclusion of the CAL FIRE grant, as it will provide guidance for future fuel reduction and maintenance activities while enhancing the City's eligibility for future fire hazard mitigation grants.

## Analysis

On September 18, 2023, staff received two proposals in response to a Request for Proposals (RFP) issued for Forester Consultant Services. Both proposals were from qualified firms with extensive knowledge of the environmental and fire danger conditions present in and around Belmont.

Staff recommends moving forward with the Dudek firm as the consultant for this grant-funded work. Through their proposal, Dudek has demonstrated the competence and qualifications necessary to deliver the required services, and at a fair and reasonable price. Their proposal, included as *Attachment B* to this report, details their expertise and plan for completing the necessary environmental analysis, mapping treatment areas, and prescribing treatments while integrating best management practices for avoiding or minimizing impacts to sensitive resources and an understanding of the City's challenging open space topography. All proposed services will be provided by Dudek staff with no subconsultants engaged. Furthermore, Dudek anticipates completing all deliverables by April 2024, as requested in the RFP.

In order to move forward, staff recommends that the City Council authorize the City Manager to negotiate and execute an agreement with Dudek to conduct environmental review, develop fuel treatment prescriptions, and prepare maps for the California's Department of Forestry and Fire Protection (CAL FIRE) grant-funded fuel reduction project in the amount of $76,296, plus a contingency of $7,630, for a total of $83,926.

**Alternatives**

1. Take no action
2. Refer to staff for additional information

**Attachments**

A. Resolution
B. Proposal

**Fiscal Impact**

☐ No Fiscal Impact

☒ Funding Source Confirmed: The FY 2023-24 budget includes sufficient funds for this work under Capital Improvement Project 399-4-811-8113-9030, the Fuel Reduction Project. Subsequently, expenditures will be reimbursed by CAL FIRE. The City's matching contribution for this grant is budgeted to be "in kind" for staff and volunteer work hours.

| **Source:** | **Purpose:** | **Public Outreach:** |
|---|---|---|
| Staff | Council Vision/Priority | Posting of Agenda |

# RESOLUTION NO. 2023 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT AUTHORIZING A SERVICES AGREEMENT WITH DUDEK TO PREPARE FOR THE CAL FIRE GRANT-FUNDED FUEL REDUCTION PROJECT**

WHEREAS, on August 31, 2022, the City of Belmont was awarded a grant of $325,000 from California's Department of Forestry and Fire Protection (CAL FIRE) for fuel reduction efforts in the City's open space; and,

WHEREAS, an important component of the fuel reduction project is a comprehensive assessment of the City's open space and locations of and recommendations for treatment protocols (based on updated fire behavior and treatment strategy knowledge), specific to Belmont's unique topography and biology; and,

WHEREAS, the proposal received from Dudek, a California environmental, planning, and engineering firm, demonstrates the experience and qualifications necessary to deliver these services, and at a fair and reasonable price; and,

WHEREAS, funds in the amount of $83,926 will be drawn from the CIP Fund 399, Project No. 8113, as provided in the FY23-2024 Budget.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The City Manager is authorized to negotiate and execute an agreement with Dudek for environmental review, treatment prescription, and mapping services for the CAL FIRE grant-funded fuel reduction work for an amount not to exceed $83,926 including contingency.

* * *

ADOPTED October 24, 2023 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney



PROPOSAL

# CEQA SURVEYS, TREATMENT PRESCRIPTION AND MAPPING

**CITY OF BELMONT**

OCTOBER 2, 2023

1630 San Pablo Avenue Suite 300 / Oakland CA 94612 / 510.601.2500

DUDEK

# Cover Letter

October 2, 2023

Brigitte Shearer
City of Belmont Parks and Recreation
30 Twin Pines Lane
Belmont, California 94002

**Subject:** CEQA Review, Fuel Treatment Prescriptions, and Mapping

Dear Brigitte Shearer:

**COMPANY INFORMATION**

*Point of Contact*
*Jeremy Cawn*
*510.601.2507*
*jcawn@dudek.com*

*Office*
*1630 San Pablo Avenue, Suite 300,*
*Oakland, California 94612*
*510.601.2500*

We are pleased to provide the following proposal to conduct California Environmental Quality Act (CEQA) review, develop fuel treatment prescriptions and prepare maps for the grant-funded fuel reduction project for the City of Belmont (City). We are committed to working collaboratively with the City to provide wildfire planning services in the most efficient and responsive manner possible. Dudek understands the importance of strategic fuel reduction efforts for proactively managing wildfire risk. Dudek combines a rare in-house mix of fire protection planning, forestry, environmental planning, geographic information system (GIS), and fuel treatment/habitat restoration expertise under one roof. We can draw from this expertise as necessary, depending on the needs of the project. We have experience preparing fuel management plans and conducting the associated CEQA review in California, and we offer the following advantages:

**Experience in Wildland Fuels Management.** Dudek Project Manager Jeremy Cawn, Registered Professional Forester, is an experienced wildfire mitigation specialist, wildfire protection planner, hazardous vegetation management program manager, and forester. He will be supported by our experienced fire planning team, which includes licensed foresters, certified wildfire mitigation specialists, and certified wildland fire managers with experience developing hazardous fuels management prescriptions for projects throughout California. We understand fire ecology and fire behavior and the importance of hazardous fuels treatments for moderating fire behavior and protecting communities.

**Experience with Environmental Review for Fuels Management Projects.** Our team has extensive experience in preparing environmental review documentation for vegetation management projects in California. We have direct experience conducting environmental review for projects in which the California Department of Forestry and Fire Protection (CAL FIRE) functions as the lead agency—specifically, completing the CAL FIRE Environmental Review Report Form (ERRF) for categorically exempt projects. Additionally, we have experience preparing CEQA documents, such as mitigated negative declarations and environmental impact reports (EIRs), and project-specific analyses (PSAs) that tier from the California Vegetation Treatment Program (CalVTP) Program EIR. We have a full and in-depth understanding of CalVTP and the application of its procedures to verify efficient CEQA compliance for proposed vegetation management and fuels reduction activities. Our team is also familiar with federal and state

environmental compliance requirements pertaining to wildfire risk reduction and forest management, including the latest updates to the CEQA Guidelines related to wildfire.

**Experienced and Qualified Team Members.** The Dudek team specifically chosen for this project brings local fuels management experience, allowing us to deliver an efficient team of experts who can hit the ground running on projects requiring environmental review. In addition to our wildland fuels management staff (foresters, certified wildfire mitigation specialists, and certified wildland fire managers), our team includes qualified biologists and botanists, archaeologists, International Society of Arboriculture Certified Arborists, American Institute of Certified Planners-certified planners, and GIS and mapping specialists.

We appreciate the opportunity to support the City with this timely and important work. If you have any questions regarding our qualifications or need any additional information, please feel free to contact our proposed project manager, Jeremy Cawn, at 510.227.9567 or jcawn@dudek.com

Sincerely,

Joseph Monaco, AICP
President/CEO

Jeremy Cawn
Project Manager, Registered Professional Forester

*Joseph Monaco is authorized to sign on behalf of Dudek.*

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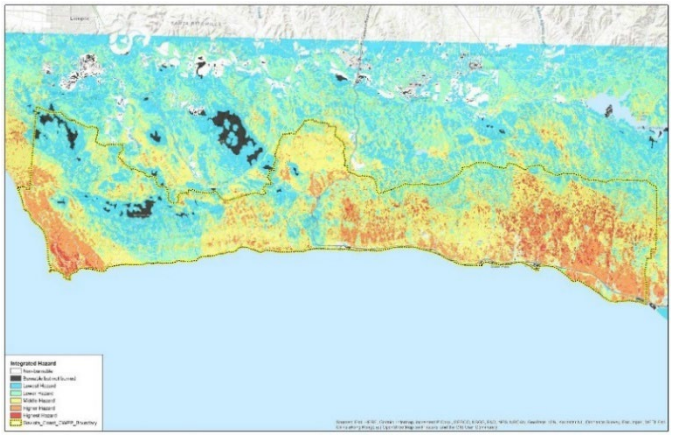
## APPENDIX

A Resumes

# Qualifications and Experience

Dudek assists municipalities on a broad range of projects that improve California's communities, infrastructure, and natural environment. From planning, design, and permitting through construction, we move projects through the complexities of regulatory compliance, budgetary and schedule constraints, and conflicting stakeholder interests. We have a long history of providing environmental services to municipalities throughout California and know the local environmental resources and agency policies pertaining to resource management, development impact assessment, and mitigation.

## Wildfire Resilience Planning



Dudek's Wildfire Resilience Planning team develops high-quality planning documents focused on reducing wildfire risk to communities and resources. Our planning documents are supported by thorough technical analyses of wildfire hazard and potential fire behavior, which support development and prioritization of risk mitigation strategies. We have completed numerous plans across a variety of vegetation communities and land management jurisdictions. Our knowledge of the regulatory environment results in plans that are effective and implementable.

Our wildfire resilience planning professionals prepare the following planning documents:

- Community wildfire protection plans (CWPPs)
- Regional priority plans
- Vegetation/fuel management plans
- Wildland fire management plans
- Forest health plans
- Wildfire risk analyses
- Wildfire hazard and fire behavior modeling analyses
- California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) documents
- California Department of Forestry and Fire Protection (CAL FIRE) plans, exemptions, and emergency notices

## Vegetation Management

Dudek's foresters and fire planners understand the need to maximize the ecological and aesthetic benefits of forests and native vegetation communities while balancing the need for fire hazard reduction. Dudek foresters analyze and model wildfire hazard conditions, conduct site assessments and associated resource mapping, identify and prioritize project areas, and develop plans and vegetation management prescriptions to strategically reduce fuel loads while considering potential impacts to natural resources. We understand the regulatory

environment in California, have drafted numerous management plans, have processed plans and permits through various lead agencies, and can evaluate projects thoughtfully and critically.

Our fire and fuel management professionals provide the following professional services:

- Vegetation management plan (VMP) preparation
- Wildfire hazard evaluations and management plan preparation
- Defensible space inspections
- Development of fuel treatment prescriptions
- GPS mapping
- Geographic information system (GIS) analysis and modeling of fire behavior
- Contractor bid package preparation
- Preparation of technical reports, management plans, and CEQA documents related to forest and fire management
- Presentation of findings to decision-making bodies

Dudek has provided wildfire prevention and mitigation services for municipalities throughout California, including CWPP hazard assessments, safety plans, and evacuation plans. Additionally, we have led or supported clients in outreach to and engagement with the community and interested parties to educate and gain consensus among diverse participants. Following is a representative sample of projects completed by Dudek that demonstrate our ability to perform the services outlined in the Request for Proposal.

## California Environmental Quality Act

Dudek has one of California's largest, most experienced teams for CEQA and NEPA document preparation. Our environmental planners have prepared and processed more than 3,200 CEQA/NEPA documents for a variety of large and small development, restoration, and conservation projects throughout the United States, including several forest health and vegetative fuels management projects. Combining comprehensive analysis and research-based findings, we provide legally defensible documents that are supported by substantial evidence, none of which have ever been successfully overturned in court. We conduct technically sound assessments and manage environmental review processes in a streamlined, compliant, and straightforward manner.

Dudek environmental experts work collaboratively with clients; local, regional, state, and federal agencies; and the public to clearly define project objectives, address concerns, and outline appropriate processes. We apply practical CEQA/NEPA knowledge to comply with current laws, regulations, and case law. Our planners help clients creatively solve regulatory challenges within financial and scheduling constraints. We produce complete CEQA/NEPA documents done right the first time. Our environmental planners work with our in-house technical editors and graphic designers to prepare high-quality documents that are clearly organized and easily interpreted by the public, agencies, and decision makers responsible for future project development.

## Biology

Our knowledge of and experience with the diverse natural resources of California are vital to the success of our environmental practice. Dudek biologists specialize in wildlife biology, botany, vegetation ecology, and wetlands science. We deliver thorough, defensible biological assessments and reports using our understanding of federal and state regulations and policies, leveraging our knowledge of California's diverse species and habitats, and

using the latest survey protocols and technology. Our biologists prepare constraints analyses, perform construction surveys, manage long-term biological monitoring, draft biological reports in support of CEQA/NEPA documents, and prepare small- to regional-scale habitat conservation plans and natural community conservation plans.

Our staff maintains the state and federal permits necessary to conduct general and focused surveys and develop management plans for almost all special-status wildlife species within California. Our team conducts biological surveys in conformance with applicable local, state, and federal guidelines to determine the presence of federally and state-listed species. Using survey data, we characterize habitat values associated with a project site. Then, during project construction, we monitor construction activities to comply with environmental specifications, checklists, and project mitigation monitoring and reporting programs. We also work with the California Department of Fish and Wildlife to develop and implement plans to passively relocate species.

## Archaeological and Cultural Resources

Dudek archaeologists and architectural historians offer services ranging from basic constraints studies to complex mitigation and preservation plans. We are recognized leaders in professional and community outreach, and we use innovative, thorough approaches to respond quickly and appropriately to project tasks and discoveries.

Our registered professional archaeologists have more than 100 years' combined experience, are qualified consultants on local agency lists throughout California, and can cost-effectively respond to the smallest cultural resource survey while also assembling a crew of a dozen or more seasoned field technicians to address a large-scale surface reconnaissance, significance assessment excavation, and/or a mitigation data-recovery program. Dudek senior archaeologists hold all necessary permits to conduct cultural resources investigations on federal and state lands. Our cultural resource project managers are familiar with variations in lead agency cultural resource guidelines and standardized methods, as well as the need to coordinate various agencies when project interests have overlapping jurisdictions. We specialize in identifying resources that may cause project constraints and in understanding those resources' historical significance. Our team designs and implements significance assessment programs for projects administered at the local, state, and federal levels. We are permitted to conduct cultural resources investigations on federal and state lands and are listed on local registers and with the Register of Professional Archaeologists.

Dudek has several tools for assessing subsurface archaeological deposits, including ground-penetrating radar using GPR-Slice software and using various hollow-stem augers to extract cores with minimal subsurface disturbance. We also use resource recordation and condition assessment tools on multiple platforms (e.g., Trimble GPS receivers, smartphones and tablets, and cloud databases). These tools reduce field and laboratory costs by as much as 30% and increase the accuracy and reliability of resource documentation. Real-time recording and reporting provide clients with accurate information on discoveries as they occur, allowing appropriate responses to be formulated and implemented with minimal downtime.

Throughout California, we have helped local, state, and federal agencies design creative programmatic approaches to evaluating the historical significance of archaeological and historical resources. Based on our experience with fast-tracked projects, we have developed an efficient approach to handling cultural resources. Efficient resource treatment is mutually beneficial to the resource itself, the developer incurring the cost, and the agency providing resource oversight.

## Geospatial Data Analysis and Mapping

Our GIS professionals provide an array of services—from GPS data capture, high-end analysis, and modeling to complex application development with legacy database integration—to assist our clients in achieving their goals. We understand the needs of complex projects and the level of resource and project data that requires collection, management, and analysis. Dudek has the capability to provide high-quality data analysis, modeling, and cartographic services to assist in navigating environmental review and regulatory permitting processes in a timely manner.

# Project Experience

Dudek has provided wildfire prevention and mitigation services, including CWPP hazard assessments, safety plans, and evacuation plans, for municipalities throughout California. Additionally, we have led or supported clients with community and stakeholder outreach and engagement to educate and gain consensus among diverse participants. Figure 1 showcases our local experience in the Bay Area working for various clients including San Mateo County, City of San Carlos, and Santa Clara County Parks. Following Figure 1 is a representative sample of projects completed by Dudek that demonstrate our ability to perform wildfire planning services.




*Figure 1. Bay Area Project Experience*

## SAN MATEO COUNTY HAZARDOUS FUELS REDUCTION PROGRAM

**Client:** FIRE SAFE San Mateo County



Dudek foresters conducted CEQA review and prepared an ERRF per CAL FIRE standards to evaluate the environmental effects of fuel management activities being conducted by FIRE SAFE San Mateo County within Eaton and Big Canyon Parks, located in the City of San Carlos. This project was funded by a Federal Emergency Management Agency (FEMA) grant. Dudek conducted field surveys to assess fuel loading and forest stand conditions, as well as biological resource field surveys to evaluate potential operational constraints posed by special-status plant and wildlife species or sensitive habitats. Dudek foresters consulted with CAL FIRE (lead agency) staff during preparation of the ERRF, which also outlined natural resource impact avoidance and minimization measures to be implemented during fuel treatment operations. The ERRF was submitted to CAL FIRE for project-related CEQA compliance and was subsequently approved. Biological field surveys and the development of special-status species avoidance and impact minimization measures were also completed as a component of the project. The project was implemented in 2018 and 2019.

## FUEL MANAGEMENT PLANNING AND PERMITTING

**Client:** City of San Carlos



Dudek supported the City of San Carlos in its efforts to implement proposed fuel reduction activities on approximately 130 acres of City-owned open space in the wildland–urban interface (WUI). The project was funded by a FEMA grant. The purpose of the project was to reduce hazardous fuel loads and vertical and horizontal fuel continuity within the WUI in four City-owned parks located in an area classified by the City of San Carlos as a Hazardous Fire Area. Dudek prepared fuel treatment prescriptions and conducted biological and cultural resources field surveys. Dudek also prepared a notice of exemption to support CEQA compliance. Proposed fuel management activities include grazing, brush and tree thinning/pruning, herbicide treatment of invasive species, and vegetation chipping and mastication. Additionally, Dudek foresters assisted the City of San Carlos in identifying priority fuel reduction areas and refining work areas based on sensitive resources and site constraints, including biological and cultural resources. Dudek biologists also performed special-status plant surveys in advance of fuel reduction work.

## TEAGUE NEIGHBORHOOD SHADED FUEL BREAK

**Client:** FIRE SAFE San Mateo County



Dudek prepared an ERRF per CAL FIRE standards to evaluate the environmental effects of fuel management activities being proposed by FIRE SAFE San Mateo County within Teague Hill Preserve of the Midpeninsula Regional Open Space District. This project was funded by a CAL FIRE Prevention Program grant. Dudek conducted forest resources and fuels surveys and biological and archaeological resources field surveys to evaluate potential constraints to proposed fuel-reduction activities. Dudek then prepared and submitted the ERRF for project-related CEQA compliance. The Draft ERRF was reviewed by FIRE SAFE San Mateo County, Midpeninsula Regional Open Space District, and CAL FIRE and received only minor comments. The Final ERRF was approved by CAL FIRE in April 2019.

## HIGHWAYS 35 AND 84 ROADSIDE FUEL MANAGEMENT PROJECT

**Client:** FIRE SAFE San Mateo County

Dudek provided professional forestry and environmental compliance support to FIRE SAFE San Mateo County for their vegetation management project within the 30-foot right-of-way along a 25-mile stretch of both sides of Highway 35 and along an 8-mile stretch of both sides of Highway 84. We developed vegetation management prescriptions for the 567-acre project, including selective removal of brush and ladder fuels, pruning of tree canopies, and removal of hazardous, invasive, or sudden oak death (SOD)-infected trees using hand crews and heavy equipment. CAL FIRE served as the lead agency for the project. Dudek biologists and archaeologists conducted field surveys and prepared technical reports to support the project's CEQA review. Dudek foresters completed the CAL FIRE ERRF for an Exempt Project (Notice of Exemption under CEQA), and our technical staff prepared the necessary environmental review documentation.

## ST. HELENA, DEFENSIBLE SPACE AND FUELS MANAGEMENT

**Client:** City of St. Helena

The Sonoma–Lake–Napa Unit Lightning Complex and Glass Fires posed a significant threat and resulted in damage to areas in and around the City of St. Helena. In response, the City applied for and received a grant through FEMA's Hazard Mitigation Grant Program to remove hazardous vegetation left by the fires and reduce fuel loads in the high-fire-risk areas within the City. Dudek is assisting the City with the implementation of Phase 1 of the project, which includes biological and cultural resource assessments, a fire fuels assessment, a fire fuels and hazardous vegetation treatment plan, regulatory permitting and CEQA compliance, and public outreach.

Dudek is working closely with the St. Helena Fire Department and City planning staff while developing the assessments and fuels treatment plan. The initial project task involved conducting a field assessment with the fire department to determine the areas where the vegetation treatments would occur and to lay out project boundaries for the biological and cultural resource assessments.

Based on the results of the field assessment, the biological resource assessment, and the cultural resources assessment, Dudek is developing a fuels treatment plan with appropriate fuel treatments for the fuel types present in the project area; the fuels treatment plan will address the specific concerns the City has for each treatment site in the project area, such as defensible space around structures, defensible space along major community evacuation routes, and the removal of hazardous trees that can damage structures or block access roads.

Fuel treatment prescriptions are being developed in coordination with Napa County and CAL FIRE to verify that the treatment methods and areas selected satisfy CEQA requirements for categorical exemption so they can be fast-tracked for implementation.

## SANTA CLARA VALLEY WATER DISTRICT CREEKS FUEL ASSESSMENT

**Client:** Santa Clara Valley Water District

Dudek worked with the Santa Clara Valley Water District (SCVWD) to develop a wildfire risk-assessment system for its creek reaches and used this system to perform a wildfire risk assessment on four creek sections where local residents had expressed wildfire concerns to SCVWD staff. Dudek staff also worked with SCVWD staff to prepare a VMP to address fire risk in each of the creek sections.

The comprehensive risk-assessment system is intended to be used by SCVWD staff to identify hazardous conditions within SCVWD's creek reaches and to provide vegetation treatment activities to mitigate the impact of wildland fire on its lands. The initial project task involved creating a wildfire risk-assessment methodology that could be used by SCVWD for future assessments. Project staff modified the existing risk-assessment system used in the Santa Clara County CWPP to provide a more accurate understanding of wildfire risk present in SCVWD's creek reaches. Utilizing the fire risk-assessment system, Dudek developed wildfire hazard assessments on four creek sections, which involved field evaluations, site and fire history research, and spatial data analysis.

Based on the results of the fire hazard assessment, Dudek worked closely with SCVWD staff to develop vegetation treatment plans for each creek section that would mitigate wildfire risk but not impact protected species or habitats present in the creek sections. We were successful in creating a vegetation management program for SCVWD that would reduce wildfire risk by simultaneously reducing dead fuel loads and treating annual vegetation without violating SCVWD's other regulatory obligations.

## PROJECT-SPECIFIC ANALYSIS FOR THE PURISIMA RIDGE FUEL BREAK PROJECT

**Client:** Santa Barbara County Fire Department

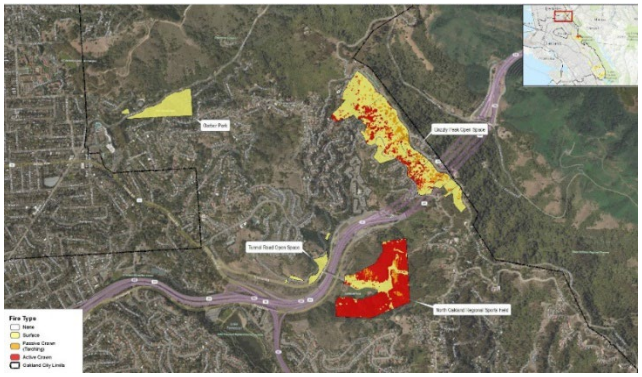
Dudek supported the Santa Barbara County Fire Department in its efforts to implement proposed vegetation treatment activities on approximately 598 acres of private property. The vegetation treatment project would implement an approximately 16-mile fuel break atop La Purisima Ridge. The project was funded by a grant from the CAL FIRE California Climate Investments Fire Prevention Grant Program. The purpose of the proposed project was to reduce flammable vegetation, improve environmental conditions (i.e., forest health), and provide a strategic location between Los Alamos Valley and the City of Lompoc where ground- and air-based firefighting



resources can gain access and provide firefighters the ability to safely reduce the intensity of, slow down, or stop the spread of a wildfire that may occur on either side of the ridge. Pursuant to CEQA, Dudek prepared a PSA tiering from the CalVTP EIR. Proposed fuel management activities include manual (hand crew), mechanical (masticator and track chipper), and prescribed pile burning. Dudek conducted biological and cultural resources field surveys and assisted the Santa Barbara County Fire Department with contacting regulatory agencies, preparing fuel treatment prescriptions, and refining work areas based on sensitive resources and site constraints.

## OAKLAND HILLS VEGETATION MANAGEMENT PLAN

**Client:** Oakland Fire Department



Dudek prepared a Draft VMP for the City of Oakland Fire Department. The scope of the VMP covers nearly 2,000 acres of City-owned land, along with more than 300 miles of roadside treatment areas in the City of Oakland's designated Very High Fire Hazard Severity Zone. The Draft VMP outlines vegetation management techniques and standards to reduce the likelihood of extreme fire behavior and promote public and firefighter safety. The management recommendations included in the Draft VMP draw on field data, research, principles of vegetation/fuels management, and the results of GIS-based fire behavior modeling using FlamMap software. Prioritization of vegetation treatment areas in the Draft VMP considers these variables and the size, physical characteristics, and spatial distribution of City-owned parcels throughout the plan area. Dudek presented at six public/stakeholder meetings to gather input and receive feedback on the Draft VMP. In addition, we have conducted numerous phone interviews to gain feedback from stakeholders and City staff. A Draft EIR was completed in 2020, and Dudek is currently providing technical support and addressing comments in preparation for the Final EIR.

## STATE ROUTE 17 WILDFIRE RESILIENCE PLANNING AND IMPLEMENTATION

**Client:** CAL FIRE

Dudek supported the Santa Clara County Fire Safe Council and CAL FIRE during implementation of the State Route (SR) 17 Shaded Fuel Break Project. The project was one of Governor Newsom's 35 priority fuel break projects in the state. The project created a 6.5-mile, 494-acre shaded fuel break along both sides of SR-17 between the Santa Cruz/Santa Clara County line and the town of Los Gatos. Certain roads adjacent to SR-17 were also included in the project because they relate to the SR-17 transportation corridor and safe escape routes. Dudek provided professional forestry, biological, cultural resources, stormwater management, invasive species control, and logistical support services to help facilitate project implementation. Dudek provided the following professional services: hazard tree identification, mapping and marking, fuel treatment prescription development, sudden oak death identification and mapping, reconnaissance-level biological resources assessments, biological field surveys, focused surveys for special-status plants, cultural resource surveys, boundary flagging, landowner outreach, contractor monitoring, and biological and cultural resource monitoring during project implementation.

## SANTA CLARA COUNTY PARKS FOREST HEALTH PLAN

**Client:** Santa Clara County Parks



Dudek foresters prepared a draft forest health plan covering Sanborn County Park (3,400 acres) and Upper Stevens Creek County Park (1,280 acres). Santa Clara County Parks engaged Dudek to develop a plan to proactively address management of forest threats (e.g., wildfire, Douglas-fir encroachment, and pathogens) to maintain high recreational value in both parks. The parks are located in the central portion of the Santa Cruz Mountains—characterized by steep terrain and dominated by Douglas-fir/tanoak forest, oak woodland, and redwood forest—and include numerous recreational amenities (e.g., campsites, trails, and picnic areas). Preparation of the plan involved extensive field surveys to evaluate forest health conditions, identifying management actions and projects to address observed forest health issues, outlining management recommendations and a plan implementation framework, and developing special-status species avoidance and impact minimization measures. The draft plan was completed in June 2020, and work on finalizing the plan is underway. Dudek is also supporting Santa Clara County Parks in preparing a PSA tiering from the CalVTP Program EIR. Finalization of the plan will also include identified strategic fuel-reduction project areas that are a component of the CAL FIRE grant-funded work being initiated by the Los Gatos Creek Watershed Collaborative.

# References

Dudek takes pride in maintaining good working relationships with past and current clients. Table 1 lists clients for whom Dudek has successfully completed projects similar to the City's.

## Table 1. Client References

| Client | Project(s) | Contact Information |
|---|---|---|
| FIRE SAFE San Mateo County | Highway 35 and 84 Shaded Fuel Break Project<br>Easton and Big Canyon Parks Fuels Reduction Project<br>Teague Hill Shaded Fuel Break Project | Denise Enea, President;<br>650.851.6206;<br>denea@woodsidefire.org |
| Santa Clara County Fire Safe Council, CAL FIRE | State Route 17 Shaded Fuel Break Project | Edgar Orre, Unit Forester/Division Chief, California Department of Forestry and Fire Protection, Santa Clara Unit;<br>408.206-3704;<br>edgar.orre@fire.ca.gov |
| Santa Clara County Parks Department | Mt. Madonna County Park Forest Health Plan | Jeremy Farr, Principal Planner;<br>408.355.2360;<br>jeremy.farr@prk.sccgov.org |
| City of San Carlos | Fuel Management Planning and Permitting | Amy Newby, Director of Parks and Recreation;<br>650.802.4131;<br>anewby@cityofsancarlos.org |

# Project Understanding and Approach

This section outlines Dudek's proposed approach to assisting the City with developing fuels treatment prescriptions, conducting resource surveys, and completing CEQA environmental review. However, we will work with the City to refine this scope of work, where appropriate, to meet the overall needs of the project. We also understand that the project covers approximately 70 acres of vegetation management activities along existing emergency access roads within two open space parks owned or managed by the City (San Juan Canyon Open Space and Waterdog Lake and Open Space). We also assume that access to the treatment areas will be made available by the City.

## **Task 1**: CEQA Process

### Task 1.1 Determine CEQA Approach

Dudek will work with the City to evaluate and identify treatments that qualify for expedited CEQA review and can be fast-tracked for implementation. It is anticipated that treatments proposed along existing roads would qualify for a Class 1 Categorical Exemption – Existing Facilities and/or a Class 4 Categorical Exemption – Minor Alterations to Land (CEQA Guidelines Section 15304). For treatments that do not qualify for fast-tracked CEQA review, Dudek will determine the appropriate level of CEQA review that is most expeditious and will reduce the need for future environmental review.

Dudek will consider different CEQA approaches for proposed treatments, including the following: Categorical Exemption (Cat Ex), Negative Declaration (ND), Mitigated Negative Declaration (MND), or an EIR. This process will also consider the results of the biological and cultural resources assessments conducted under Task 1.

### Task 1.2 Biological Resource Assessment

Dudek biologists will assess existing biological resource conditions and document the presence of special-status species and sensitive communities present or potentially present at each site. Dudek will conduct a literature review to identify known records of special-status species and sensitive habitats in the vicinity of each site. The literature review will include a search of the California Department of Fish and Wildlife Natural Diversity Data Base, U.S. Fish and Wildlife Service (USFWS) Information for Planning and Consultation database, and the California Native Plant Society's On-line Inventory of Rare and Endangered Plants. Other relevant technical studies and/or biological resources reports provided by the City and from other projects in the vicinity will be reviewed, as available. Dudek biologists will then conduct a reconnaissance-level survey of the project treatment areas on foot to identify areas that provide habitat for special-status plant and wildlife species and/or any other sensitive biological resources that could constrain proposed treatment activities. In addition, Dudek biologists will describe all potentially jurisdictional wetlands and stream courses within the assessment area. The results of the biological resource surveys will be incorporated into a Biological Resources Technical Memorandum that will include a description of the overall purpose of the assessment, a discussion of survey methods and results, and a map depicting the location and extent of key biological resources, including any observed/documented sensitive resources. The memorandum will also provide recommended measures to avoid or minimize impacts to biological resources identified in the proposed treatment areas.

**Assumptions:**

- The biological resources assessment will involve no more than 70 acres (four linear miles) of treatment areas along existing access roads
- The biological resource survey can be completed in four (4) standard 8-hour workdays by two biologists, including travel, and that access will be arranged prior to survey being conducted.
- Focused surveys for special-status plant or wildlife species are not included in this scope of work.

**Deliverables:**

- Preparation of one (1) draft Biological Resources Technical Memorandum with one (1) round of consolidated review and comment from the City
- Preparation of one (1) final Biological Resources Assessment Technical Memorandum

### Task 1.3 Cultural Resource Assessment

Cultural resources investigations will include an inventory of all cultural resources within the Area of Potential Effects (APE). Dudek will request a records search for a 0.25-mile radius around the project treatment areas from the Northwest Information Center to obtain information on previously recorded cultural resources and investigations. Upon written notice to proceed, we will also initiate correspondence with the Native American Heritage Commission (NAHC) to request a search of the Sacred Lands File for any known Native American resources identified within the APE. As part of the results of this search, NAHC will provide a Contact List of tribal individuals and organizations that may have additional information concerning resources in the vicinity. Once the City approves, Dudek will notify the traditionally geographically affiliated Native American tribes of the proposed project. We will also review the CAL FIRE tribal contact list to ensure that these contacts are included in this outreach effort. Following archival research, Dudek will complete an intensive pedestrian survey of the APE, excluding areas with unsafe conditions and exceeding 30% slope per standard practice. Dudek will document the results of the cultural resources investigation in a letter report. This report will include a project information, archaeological records check information, Native American consultation information, pre-field research, survey methods, survey results, and management strategies. Management strategies will be designed such that they are feasible for standard fuel reduction implementation strategies.

**Assumptions:**

- A Native American monitor will not be necessary during the survey.
- No archaeological or built environment resources (buildings over 45 years in age) resources will be identified within the APE although, should we have sufficient remaining budget, we will complete baseline documentation while in the field so that we can help guide management needs.
- The survey can be completed in two (2) standard 8-hour workdays by a single archaeologist, including travel, and that access will be arranged prior to survey being conducted.
- Survey will require no more than 4 linear miles
- Direct records search cost will not exceed $1,500.00
- No more than two drafts of the report

**Deliverables:**

- Letter report with the results of the cultural resources investigation

### Task 1.4 CEQA Reports and Documents

Following determination of the appropriate CEQA compliance approach (Task 1.1), Dudek will prepare the necessary CEQA documents for the Treatment Plan. We anticipate that proposed treatments will be categorically exempt; therefore, this task includes preparation of a Notice of Exemption form and/or the Categorical Exemption.

Dudek will determine the appropriate CEQA level of analysis (Task 1.1) in consideration of the results of the biological and cultural resources assessments (Tasks 1.2 and 1.3), as well as the fire fuels assessment and treatment plan. Upon completion of the biological and cultural resources assessments and the fire fuels assessment and treatment plan, Dudek will review specific project details and will provide an updated scope of work if a different CEQA approach is warranted.

**Assumptions:**

- The City is the lead agency
- No additional technical studies will be required
- The appropriate level of CEQA documentation for all treatments will be a Categorical Exemption

## **Task 2:** Mapping

The project team will work with City staff and Dudek GIS specialists to prepare a series of maps for the project. Project maps will be made using GIS data obtained from the City including open space boundary maps, open space road maps, emergency access road maps, and GIS products in previous assessments completed in the City's open space areas. In addition Dudek will collect information available from outside sources including parcel maps, vegetation and fuel model maps, and maps of previously identified biological and cultural resources.

Dudek GIS specialists will prepare a set of preliminary maps, one for each open space area, that identifies the project boundaries and the project treatment areas (the emergency access roads plus a 50 foot wide buffer along both sides of the emergency access roads). These preliminary maps will be available electronically for project staff to use during their assessments of fuels, biological resources, and cultural resources in the project boundaries. Project staff will mark up preliminary maps to identify areas where the treatment prescriptions need to be modified due to expected fire behavior, biological resources, cultural resources, and nearby improvements. The fuels assessment team will also use the preliminary maps to identify access points and staging areas for the equipment that will be used to complete the treatment prescriptions prepared for this project. Dudek will submit the preliminary maps electronically to City for review with the intent of identifying gross errors in the map such as missing features or incorrect boundary lines.

While the treatment plan is being drafted (Task 3b) project GIS specialist will incorporate the information from the field assessments into preliminary maps to prepare the final project maps. Dudek anticipates creating several maps for the final treatment plan, including maps for each open space area that identifies the emergency access roads and access points, and maps of the treatment areas at each open space area. The treatment maps will be detailed maps that clearly show the following information.

- The areas that are recommended for mechanical treatment and the areas that are recommended for hand treatment.
- Work avoidance areas due to biological resources, cultural resources, or areas that should be avoided due soil instability.
- Equipment access points to the open space and staging or parking locations within the open space.

Dudek will provide these maps to the City in an electronic format that includes GIS compatible shape files and maps. Prior to the submission of the final treatment plan project GIS specialists will verify that the GIS files provided to the City are compatible mapping software produced by Avenza Systems Inc. In addition to GIS files, Dudek would also include .PDF copies of the final maps produced for the project and will include these maps in the final treatment plan. Dudek anticipates submitting the GIS compatible final project maps to the City during Task 3b for review.

**Deliverables:**

- Project maps in a GIS compatible format.

## Task 3: Treatment Prescription

### Task 3A Field Assessment

The Dudek Fire/Fuels Assessment Lead will conduct a field assessment of the emergency access roads in both open space areas to better understand the fire environment present in the open space areas, The field assessments will be limited to the emergency access road routes specifically focusing on, the terrain and vegetation/fuels on both sides of the road, and site conditions that impact how the treatments are performed. To aid in field assessments, the fire/fuels assessment lead will use an electronic version of the preliminary maps created in task 2 and uploaded onto a GIS mapping software that is usable on a mobile device. Field assessments will include documentation of terrain, vegetation/fuel types, treatment areas, road/access conditions, landscape characteristics, and other environmental variables that increase wildfire risk or prohibit fuel treatment activities. Using the preliminary maps, the fire/fuels assessment lead will map the location of staging areas, turnaround, and potential obstructions for equipment.

Dudek proposes to coordinate with City staff, Belmont Fire Protection District, and San Mateo County Fire Department before conducting field evaluations to identify fire department requirements for emergency access roads in the open spaces and better understand local fire risk factors. The fire/fuel assessment lead would also communicate with City staff to identify known sensitive areas, such as riparian areas or protected species habitats.

**Deliverables:**

- No deliverables anticipated for this task

### Task 3B Fuel Treatment Prescription

Following completion of the field assessment, Dudek will develop a Fuel Treatment Prescription (prescription) for the vegetation along the emergency access roads in both open spaces. Based on the information collected during the field assessment, fuel treatment prescriptions will be developed for each emergency access road in the two open space areas. These prescriptions will be specific to the different vegetation and terrain types on both sides of each road. The fuel treatment prescriptions will intend to modify fuel structures such that fire spread is reduced near the roads and that high intensity wildfire will not directly impact the roadway. In addition to modifying fire behavior, the treatment prescriptions will modify vegetation adjacent to the roadways to create adequate clearance for emergency vehicles. For the areas along the emergency access road in the prescription, the treatment prescriptions will identify the recommended treatment area width and the recommended type of fuel treatment technique to utilize. Treatment prescriptions would consider the biological and cultural resource survey results and associated site and temporal constraints (e.g., sensitive species locations or potential habitat, bird nesting season). Best Management Practices (BMPs) will also be prepared for the Plan area to avoid or minimize potential impacts to sensitive resources (e.g., invasive species control, erosion control). The Plan will include maps denoting the location of treatment areas and associated prescriptions. Any BMPs that are site-specific will also be identified on Plan maps. Dudek anticipates one cycle of draft preparation and review with the City. The final

version of the fuel treatment prescription would incorporate City comments after the review of the draft. The draft and final versions of the fuel treatment prescription, including all maps and figures, will be submitted in an editable electronic format. The final treatment prescription will include. PDF copies of all maps and figures. With the final fuel treatment prescription, Dudek will also submit treatment prescription maps in a GIS format (shape files) that are compatible with the mapping software produced by Avenza Systems Inc.

**Deliverables:**

- Draft Fuel Treatment Prescription
- Final Fuel Treatment Prescription

## **Task 4:** Project Management

### Task 4A Project Management

This task includes necessary activities to manage the project, including correspondence, invoicing, supporting the City with necessary grant reporting, oversight, and quality assurance/quality control tasks to be conducted by Dudek's project manager and/or designee over the course of the project.

### Task 4B Kickoff Meeting

We anticipate a kickoff meeting to coincide with our initial data gathering effort. The kickoff meeting will enable the City and Dudek to establish lines of communications, discuss milestones/critical paths, and begin the project process. The kickoff meeting will also provide a forum to discuss the project schedule, tasks, objectives, and deliverables. This meeting will also be an opportunity to identify relevant plans and data sets and determine project roles and responsibilities. We anticipate the kickoff meeting will be conducted via Zoom (or another virtual meeting platform). Dudek will prepare a meeting agenda and following the kick-off meeting, will prepare meeting minutes and deliver them to the project team. We anticipate the kickoff meeting will be no longer than 1.5 hours.

### Task 4C Client Meetings

This task assumes that up to 3 video conference (Zoom) meetings with Dudek and City staff would be required over the course of the project (in addition to the kickoff meeting. It is assumed that meetings will be no longer than 1 hour. Dudek will set up the Zoom meetings and send meeting invitations.

### Task 4D Work Plan and Schedule

Following the kickoff meeting, Dudek will revise this project approach, as necessary, based on the kickoff meeting discussion. We will also finalize the project schedule based on the discussion with the City during the kickoff meeting.

**Assumptions:**

- None.

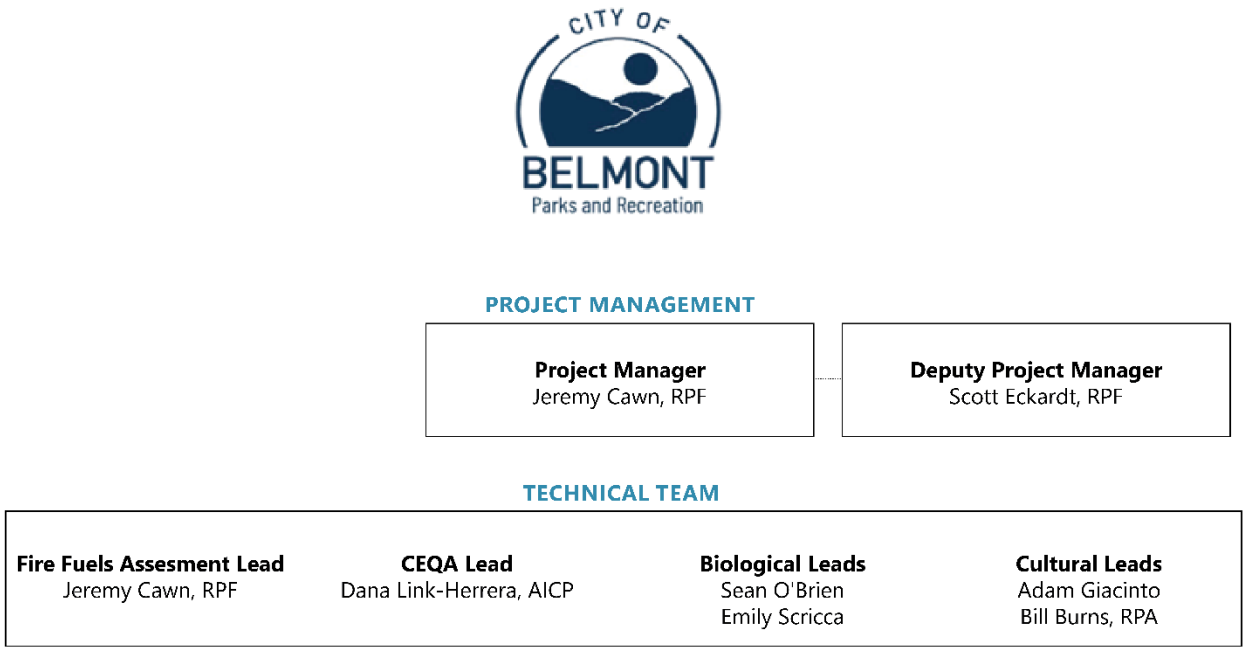
**Deliverables:**

- Project meeting agenda
- Project meeting minutes

# Project Team

We have assembled a dedicated team with the knowledge, expertise, and experience to support the City of Belmont with this important project. The Dudek team presented in this proposal is fully committed and available for this contract. In this section, you will find an organizational chart (**Figure 2**) along with brief biographies highlighting the qualifications and experience of the Dudek team. Resumes are provided in **Appendix A.**

*Figure 2. Organizational Chart*



## Jeremy Cawn, RPF

### PROJECT MANAGER/FIRE FUELS ASSESSMENT LEAD

Jeremy Cawn is a wildfire mitigation specialist with 10 years' experience as a wildfire prevention planner, hazardous vegetation management program manager, and forester. Mr. Cawn's wildfire mitigation experience includes wildfire risk assessments, fire protection planning, fuel treatment plans, and forest management plans. Mr. Cawn previously worked as a fire prevention inspector for the Glendale Fire Department in California. Prior to his work experience in wildfire mitigation and vegetation management, Mr. Cawn spent 11 years working as a wildland firefighter and a prescribed fire specialist.

### Relevant Projects/Experience

- Creek Wildfire Hazard Assessment | **SANTA CLARA VALLEY WATER DISTRICT**
- Reservoir A Hazardous Fuels Reduction | **EL DORADO IRRIGATION DISTRICT**
- Environmental Review for the Highways 35 and 84 Fuel Break Projects | **FIRE SAFE SAN MATEO COUNTY**
- St. Helena Defensible Space and Fuel Treatment Plan| **CITY OF ST. HELENA**
- Tree Preservation Ordinance Update | **TOWN OF HILLSBOROUGH**
- Eucalyptus Windrow Internal Decay Evaluations | **CITY OF IRVINE**
- Hazardous Tree and Fuels Reduction Identification | **COUNTY OF FRESNO**
- As-Needed Arboricultural Services | **CITY OF WALNUT CREEK**



### *Education*

*Northern Arizona University*
*Professional Certification, Fire Ecology and Hazardous Fuels Management*

*Southern Illinois University*
*BS, Forestry (Natural Resource Management)*

### *Certifications*

*RPF, No. 3007*

*ISA Certified Arborist, Municipal Specialist, No. NY-5876AM*

*ISA Tree Risk Assessor Qualification*

*Certified Wildfire Mitigation Specialist, NFPA*

### *Professional Affiliations*

*ISA*

*SoCal Fire Prevention Officers Association*

## Scott Eckardt, RPF

### DEPUTY PROJECT MANAGER

Scott Eckardt is a project manager and Registered Professional Forester with 24 years' professional experience in the natural resource management field, specializing in fire protection planning, fire hazard assessment, forest/woodland management, and fuel management in open space and WUI areas. His experience includes assessing fire and fuel hazard conditions; inspecting WUI areas for fire departments; preparing CWPPs and VMPs; modeling fire hazards and fire behavior; and preparing technical reports, forest and fuel management plans, and environmental review documents. Additionally, Mr. Eckardt has managed the preparation of CWPPs and assisted with the development of urban forest management plans, street tree master plans, and hazard tree identification and assessment projects. He also routinely utilizes GIS to analyze resource data, model fire behavior and wildfire hazards, and develop mitigation plans and programs.

### Relevant Projects/Experience

- San Mateo County Hazardous Fuels Reduction Program | **FIRE SAFE SAN MATEO**
- Fuel Management Planning and Permitting | **CITY OF SAN CARLOS**
- Los Altos Hills CWPP Annex | **LOS ALTOS HILLS COUNTY FIRE DISTRICT**
- Oakland Hills VMP | **OAKLAND FIRE DEPARTMENT**
- Gaviota Coast CWPP | **SANTA BARBARA COUNTY FIRE SAFE COUNCIL**
- CWPP and Program EIR | **CITY OF SANTA BARBARA FIRE DEPARTMENT**
- Hazard Mitigation Grant Program Technical Reviews | **CDM/FEMA**
- Integrated Wildfire Safety Program | **County of LOS ANGELES**



### *Education*

*California State University, Long Beach*
*MA, Geography*

*California Polytechnic State University, San Luis Obispo*
*BS, Forestry and Natural Resources Management*

### *Certifications*

*Registered Professional Forester, No. 2835*

*ISA Certified Arborist, No. WE5914A*

*Association for Fire Ecology Certified Wildland Fire Manager*

### *Professional Affiliations*

*Association for Fire Ecology*

*ISA*

## Dana Link-Herrera

### CEQA LEAD

Dana Link-Herrera is an urban forestry and wildfire planner with 8 years' experience and a strong foundation in environmental and urban planning and CEQA/NEPA analysis and documentation.
Ms. Link-Herrera provides project management and analytical support for various projects in rural, suburban, and urban communities, and specializes in completing CEQA/NEPA compliance for forest health, vegetation management, and fuels reduction projects in California. She has experience working with federal, state, and local agencies, and with public universities and tribal communities. She works collaboratively with Dudek's certified arborists, fire planners, and licensed foresters to prepare CWPPs, FPPs, urban forest management plans, and technical analyses in accordance with CEQA/NEPA and local/regional policies.

### Relevant Projects/Experience

- CWPP and Program EIR | **CITY OF SANTA BARBARA FIRE DEPARTMENT**
- PSA for the Purisima Ridge Fuel Break | **SANTA BARBARA COUNTY FIRE DEPARTMENT**
- Gaviota Coast CWPP | **SANTA BARBARA COUNTY FIRE SAFE COUNCIL**
- PSA for the Sanborn and Upper Stevens Creek County Parks Forest Health Plan | **SANTA CLARA COUNTY PARKS**
- Hitch Ranch FPP and EIR | **CITY OF MOORPARK**
- PSA for the Montecito Vegetation Treatment Program | **MONTECITO FIRE PROTECTION DISTRICT**
- Environmental Review for the Highway 280 Fuel Break Project | **LOS ALTOS HILLS COUNTY FIRE DISTRICT**
- Integrated Wildfire Safety Program | **COUNTY OF LOS ANGELES**



*Education*

*California Polytechnic State University, Pomona*
*MURP, Urban and Regional Planning*

*University of California, San Diego*
*BA, International Studies (Environmental Studies minor)*

*Professional Affiliations*

*American Planning Association (APA)*

*Association of Environmental Professionals (AEP)*

## Sean O'Brien

### BIOLOGICAL LEAD

Sean O'Brien is a biologist with 24 years' experience in the planning, management, and implementation of natural resource-related projects throughout California. Mr. O'Brien specializes in wetlands and endangered species permitting, mitigation planning, biological impact assessment, and biological compliance monitoring program development for public and private clients. His primary focus has been on management of projects that involve preparation of regulatory permit applications and supporting documentation to secure local, state, and federal approvals on behalf of his clients.

Mr. O'Brien has been involved with numerous large and complex projects in the San Francisco Bay region requiring management of multidisciplinary project teams, preparation of complex environmental documents on accelerated schedules, and negotiations with the regulatory agencies. He has successfully negotiated with and obtained regulatory approvals from the U.S. Army Corps of Engineers, USFWS, RWQCB, CDFW, and the San Francisco Bay Conservation and Development Commission for dozens of projects encompassing the aviation, transportation, utilities/ infrastructure, residential, and institutional development markets. In addition to his permit acquisition experience, Mr. O'Brien has led the development and implementation of numerous biological construction monitoring/permit compliance programs.

### Relevant Projects/Experience

- City of Livermore Stream Maintenance Program Permitting | **ALAMEDA COUNTY, CALIFORNIA**
- Vaca Valley Business Park, Vacaville **| SOLANO COUNTY, CALIFORNIA**
- San Francisco International Airport Runway Safety Area Improvement Project | **SAN MATEO COUNTY, CALIFORNIA**
- U.S. 101 Ramps Construction Project, San Francisco International Airport | **SAN MATEO COUNTY, CALIFORNIA**
- South Lomita Canal Vegetation and Sediment Removal Project, San Francisco International Airport | **SAN MATEO COUNTY, CALIFORNIA**



### *Education*

*California Polytechnic State University,*
*San Luis Obispo*
*BS, Ecology and Systematic Biology, 1993*

### *Professional Affiliations*

*Association of Environmental Professionals*

*Association of State Wetland Managers*

*California Native Plant Society*

*Society of Wetland Scientists*

# Emily Scricca

## BIOLOGICAL LEAD

Emily Scricca is a wildlife biologist with 8 years' field experience providing biological monitoring and conducting surveys for numerous species, including burrowing owl (*Athene cunicularia*), Swainson's hawk (*Buteo swainsonii*), least Bell's vireo (*Vireo bellii pusillus*), tricolored blackbird (*Agelaius tricolor*), western snowy plover (*Charadrius alexandrines*), California tiger salamander (*Ambystoma californiense*), California red-legged frog (*Rana draytonii*), western pond turtle (*Actinemys marmorata*), San Francisco dusky-footed woodrat (*Neotoma fuscipes annectens*), and San Joaquin kit fox (*Vulpes macrotis*). Ms. Scricca possesses a federal 10(a)1(A) recovery permit for California tiger salamander. Because she has held a variety of positions in California, Ms. Scricca has strong knowledge of California flora and fauna and is well versed in environmental survey and sampling techniques. She has extensive experience conducting nesting bird surveys and a demonstrated ability to identify birds by sight and sound.

Ms. Scricca has a working knowledge of regulatory permitting processes including NEPA, CEQA, federal Endangered Species Act, California Fish and Game Code, Lake and Streambed Alteration Agreements, Migratory Bird Treaty Act, and Clean Water Act. Additionally, she is a detail-oriented, effective communicator, and has prepared numerous technical reports in support of the environmental review and permitting processes for dozens of projects.

## Relevant Projects/Experience

- McCarthy Ranch Sprig Center and McCarthy Creekside Phase II | **MILPITAS, CALIFORNIA**
- VTA Highway 237 Express Lanes Phases I and II | **SAN JOSE, CALIFORNIA**
- Riparian Setback Analysis Project | **SAN JOSE, CALIFORNIA**
- Virginia Smith Trust, Campus Community North Phase 6, and 2020 Projects, University of California | **MERCED COUNTY, CALIFORNIA**
- East Garrison Housing Development | **MONTEREY, CALIFORNIA**
- Communications Hill Housing Development Phase II | **SAN JOSE, CALIFORNIA**



### *Education*

*San Jose State University*
*MS, Environmental Studies, 2017*

*University of Vermont*
*BS, Animal Sciences, 2010*

### *Certifications*

*USFWS, Section 10(a)(1)(A) Native Endangered and Threatened Species Recovery Permit, No. TE45251C-0*

- *California tiger salamander*

*CDFW, Memorandum of Understanding, Scientific Collecting Permit, No. SC-013755*

- *California tiger Salamander*

### *Professional Affiliations*

*National Wildlife Federation*

*San Francisco Bay Bird Observatory*

*The Wildlife Society*

*Western Bird Banding Association*

## Adam Giacinto

### CULTURAL LEAD

Adam Giacinto is an archaeologist with 13 years' experience preparing cultural resource reports and site records and managing archaeological survey, evaluation, and data recovery-level investigations. His research interests include prehistoric hunter-gatherer cultures and contemporary conceptions of heritage. His current research focuses on the social, historical, archaeological, and political mechanisms surrounding heritage values. He has gained practical experience in archaeological and ethnographic field methods while conducting research in the U.S. Southwest, Mexico, and Eastern Europe.

Mr. Giacinto brings specialized experience in cultural resources information processing gained while working at the South Coastal Information Center. He has worked as part of a nonprofit collaboration in designing and managing a large-scale, preservation-oriented, standardized database and conducting site and impact predictive geographic information systems (GIS) analysis of the cultural resources landscape surrounding ancient Lake Cahuilla. He provides experience in ethnographic and applied anthropological methods gained in urban and rural settings, both in the United States and internationally.

### Relevant Projects/Experience

- Park Boulevard Environmental Impact Report (EIR) | **CITY OF PALO ALTO, CALIFORNIA**
- Vacaville Center Campus Project, Solano Community College District | **CITY OF VACAVILLE, CALIFORNIA**
- Yokohl Ranch Cultural Resources, The Yokohl Ranch Company LLC | **TULARE, CALIFORNIA.**
- Steephollow Creek and Bear River Restoration | **NEVADA COUNTY, CALIFORNIA**
- Hanson El Monte Pond Restoration, Lakeside's River Park Conservancy | **SAN DIEGO, CALIFORNIA**



### *Education*

*San Diego State University*
*MA, Anthropology, 2011*

*Sonoma State University*
*BA, Anthropology/Linguistics, 2006*

*Santa Rosa Junior College*
*AA, Anthropology, 2004*

### *Professional Affiliations*

*Register of Professional Archaeologists*

*Society for California Archaeology*

*American Anthropological Association*

*Institute of Archaeomythology*

## William (Bill) Burns, RPA

### CULTURAL LEAD

William Burns is an archaeologist with 18 years' experience in cultural resource management. Mr. Burns is highly knowledgeable about CEQA, NEPA, the Native American Graves Protection and Repatriation Act, and the National Historic Preservation Act, particularly the Section 106 process. He evaluates buildings and districts for archaeological sensitivity and possible inclusion on the National Register of Historic Places. Mr. Burns assesses project and building plans for archaeological sensitivity and reviews archaeological reports on the state government regulatory end of the process.

Mr. Burns possesses expertise about pre-contact archaeological sites, paleocoastline reconstruction, and artifact identification and analysis. He applies this expertise to archaeological report writing and editing for Section 106 projects. He also serves on field crews and as a supervisor on archaeological projects, overseeing surveys, site examinations, data recoveries, and artifact database creation and maintenance. For precise site mapping, Mr. Burns uses GPS devices, primarily Trimble GEO XH, ArcGIS, and Maptitude.

### Relevant Projects/Experience

- Pacifica Fuel Management Project, California Department of Forestry and Fire Protection | **PACIFICA, CALIFORNIA**
- San Carlos Fuel Management Project, California Department of Forestry and Fire Protection | **SAN CARLOS, CALIFORNIA**
- Alameda County Advanced Meter Infrastructure Project | **ALAMEDA COUNTY, CALIFORNIA**
- Advanced Meter Infrastructure Project | **SANTA CLARA COUNTY, CALIFORNIA**
- Delta Dams Burrow Remediation Project, California Department of Water Resources | **ALAMEDA AND CONTRA COSTA COUNTIES, CALIFORNIA**



### *Education*

*University of York*
*MS, Coastal and Marine Archaeology, 2010*

*University of Massachusetts at Amherst*
*BA, Anthropology (Mathematics minor), 2004*

### *Certifications*

*Register of Professional Archaeologists (RPA)*

*Divemaster (National Association of Underwater Instructors)*

*Occupational Safety and Health Administration (OSHA) HAZWOPER (40-hour)*

*Basic First Aid/BBP (American Heart Association)*

*Adult CPR/AED (American Heart Association)*

# Bid Presentation

Table 2 reflects cost for the project broken down by task along with hourly billing rates for proposed staff. These rates are associated with Dudek's 2023 Fee Schedule.

## Table 2. Project Cost

| Project Team Role: | | Senior Specialist IV | Specialist III | Specialist III | Project Director/ Environmental | Specialist III | Analyst IV | Senior Specialist II | Specialist III | Technician III | GIS Analyst III | Publications Specialist III | Technical Editor III | Analyst IV | Senior Specialist II | Specialist V | Total Dudek Hours | Dudek Labor Costs | Other Direct Costs | Total Fee |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Team Member: | | Scott Eckardt | Jeremy Cawn | Dana Link-Herrera | Sean O'Brien | Emily Scricca | Erin Fisher-Colton | Adam Giacinto | William Burns | Technician III | GIS Analyst III | Publications Specialist III | Technical Editor III | Erin Lucett | Adam Poll | Michael Carr | | | | |
| Billable Rate: | | $235 | $165 | $165 | $265 | $165 | $125 | $210 | $165 | $85 | $145 | $115 | $150 | $125 | $210 | $185 | | | | |
| Task 1 | CEQA Process | | | | | | | | | | | | | | | | | | | |
| 1.1 | Determine CEQA Approach | 2 | 10 | 10 | | | | | | | | | | | | | 22 | $3,770 | | $3,770 |
| 1.2 | Biological Resources | | | | 10 | 42 | 50 | | | | 16 | | | | | | 118 | $18,150 | $84.50 | $18,234.50 |
| 1.3 | Cultural Resources | | | | | | | 12 | 48 | 24 | 12 | | 8 | | | | 104 | $15,420 | $1,887.50 | $17,307.50 |
| 1.4 | CEQA Reports and Documents | | | 10 | | | | | | | 2 | | | 4 | | | 16 | $2,440 | | $2,440 |
| | *Subtotal Task 1* | *2* | *10* | *20* | *10* | *42* | *50* | *12* | *48* | *24* | *30* | | *8* | *4* | | | *260* | *$39,780* | *$1,972* | *$41,752* |
| Task 2 | Mapping | | 2 | | | | | | | | 40 | | | | | | 42 | $6,130 | | $6,130 |
| Task 3 | Treatment Prescription | | | | | | | | | | | | | | | | | | | |
| 3.1 | Field Assessment | | 16 | | | | | | | | | | | | | | 16 | $2,640 | $104 | $2,744 |
| 3.2 | Fire Fuels Assessment and Treatment Plan | 8 | 60 | 2 | | 2 | | | 2 | | 4 | 8 | | | | | 86 | $14,270 | | $14,270 |
| | *Subtotal Task 3* | *8* | *76* | *2* | | *2* | | | *2* | | *4* | *8* | | | | | *102* | *$16,910* | *$104* | *$17,014* |
| Task 4 | Project Management | 12 | 40 | 12 | | | | | | | | | | | | | 64 | $11,400 | | $11,400 |
| | **Total Hours** | **22** | **128** | **34** | **10** | **44** | **50** | **12** | **50** | **24** | **74** | **8** | **8** | **4** | **0** | **0** | **468** | | | |
| | **Total** | **$5,170** | **$21,120** | **$5,610** | **$2,650** | **$7,260** | **$6,250** | **$2,520** | **$8,250** | **$2,040** | **$10,730** | **$920** | **$1,200** | **$500** | **$0** | **$0** | | **$74,220** | **$2,076** | **$76,296** |
| Percent of Hours (Base) | | 5% | 27% | 7% | 2% | 9% | 11% | 3% | 11% | 5% | 16% | 2% | 2% | 1% | 0% | 0% | | | | |

# Attachment A

Dudek has reviewed the City's Sample Agreement and agrees to the terms with the following exceptions depicted in red or ~~strikethrough~~ and listed in Table 3.

## Table 3. Comments to Agreement for Professional Services

| Section | Comment |
|---|---|
| 6C – Ownership of Work Product | All original documents prepared by Consultant (including its employees and subconsultants) for this Agreement ("work product"), whether complete or in progress, are the property of the City, and shall be given to the City at the completion of Consultant's services, or upon demand by the City. Consultant shall have a right to make and keep copies of the work product. Consultant shall not reveal the work product, or make it available, to any third party without the prior written consent of the City, provided Consultant is fully compensated for services rendered. |
| 10 – Compliance with Law Standard of Care | Consultant shall comply with all applicable legal requirements including all federal, state, and local laws (including ordinances and resolutions), whether or not said laws are expressly stated in this Agreement. Consultant shall perform services ~~under this Agreement using a standard of care equal to, or greater than,~~ with the degree of skill and diligence ordinarily used by reputable professionals, with a level of experience and training similar to Consultant, performing under circumstances similar to those required by this Agreement. |
| 14 - Indemnification | Consultant shall indemnify, hold harmless, and defend the City (including its elected officials, officers, agents and employees) from and against any and all claims (including all litigation, demands, damages, liabilities, costs, and expenses, and including court costs and reasonable attorney's fees) resulting or arising from performance, or failure to perform, under this Agreement. Notwithstanding the foregoing, with respect to any professional liability claim or lawsuit, this indemnity does not include providing the primary defense of City, provided, however, Consultant shall be responsible for City's defense costs to the extent such costs are incurred as a result of Consultant's negligence, recklessness or willful misconduct. Notwithstanding the foregoing, with respect to any professional liability claim or lawsuit, this indemnity does not include providing the primary defense of City, provided, however, Consultant shall be responsible for City's defense costs to the extent such costs are incurred as a result of Consultant's negligence, recklessness or willful misconduct. |

# Appendix A

Resumes

# Jeremy Cawn, RPF

**PROJECT MANAGER / FIRE FUELS ASSESSMENT LEAD**

Jeremy Cawn (*JAIR-eh-mee KAWN; he/him*) is an urban forestry and wildfire mitigation specialist with 9 years' experience as an arborist, wildfire risk assessor, and hazardous vegetation management program manager. Mr. Cawn's arboricultural experience includes urban forest inventory and management, hazard tree assessments, pest and disease surveys, tree protection ordinance administration, new development plan review, and tree maintenance contract administration. Mr. Cawn's wildfire mitigation experience includes wildfire risk assessments, fire protection planning, defensible space inspections, and vegetation management plans. Mr. Cawn previously worked as a fire prevention inspector for the Glendale Fire Department and as an arborist and forester for New York City, the City of Claremont, and the City of Glendale. Prior to his work experience in urban forestry and vegetation management, Mr. Cawn spent 11 years working as a wildland fire fighter and a prescribed fire specialist.

## Relevant Project Experience

**Santa Rosa Fire Damaged Tree Evaluation, City of Santa Rosa, California.** Inventoried street and park trees within the Coffey Park and Fountain Grove neighborhoods. The intent of the inventory was to identify street and park trees that were at risk of falling into the public right-of-way and would qualify for reimbursement through a Federal Emergency Management Agency (FEMA) grant. Using the tree inventory, an arborist report and several tree location maps were prepared and submitted to the city.

**EDH Costco FSP, Costco Wholesale Corporation, El Dorado Hills, California.** Created a Fire Safe Plan (FSP) for a proposed new commercial development. Creation of the FSP included an evaluation of the conditions at the site related to wildfire risk, an evaluation of the emergency response capabilities of the emergency services nearby, and recommendations for improving the wildfire safety of the proposed development.

**City of Walnut Creek On-Call Arborist, Walnut Creek, California.** Perform the duties of a municipal arborist including reviewing tree permit applications, creating tree removal and tree work permits, and evaluating park and street trees. In addition, tasks include reviewing proposed new development plans and providing comments regarding tree protection and compliance with city tree ordinances.



### *Education*

*Northern Arizona University*
*Professional Certification, Fire Ecology and Hazardous Fuels Management, 2013*

*Southern Illinois University*
*BS, Forestry (Natural Resource Management), 2001*

### *Certifications*

*ISA Certified Arborist, Municipal Specialist No. NY-5876AM*

*ISA Tree Risk Assessment Qualification*

*Registered Professional Forester (RPF), No. 3007*

*NFPA Certified Wildfire Mitigation Specialist*

*AFE Certified Wildland Fire Manager*

### *Professional Affiliations*

*SoCal Fire Prevention Officers Association*

*International Society of Arboriculture*

*Association of Fire Ecologists*

**Glendale Fire Department, Glendale, California.** Served as a Fire Prevention Inspector**.** Administered the Department's Vegetation Management Program performing all of the public outreach, private and public property inspections, enforcement, and abatement contract management. Re-worked the entire program, transitioning it from a Company-led program to a Prevention-led program. Implemented a new digital inspection software and notification service. Updated the Fire Department's operational guide for the Vegetation Management Program. Provided technical expertise and guidance for the update of the City's Hazardous Vegetation Ordinance during the 2019–2020 Building and Safety code cycle.

**Glendale Public Works Department, Glendale, California.** Served as the Arborist Technician with the primary responsibility of administering the City's Indigenous Tree Ordinance. Performed inspections for tree work permits, investigated and enforcement ordinance violations, and reviewed new construction plans for properties with protected tree species and recommended mitigation strategies. Fulfilled duties of the City's Urban Forester while that position was vacant, including the review of capital improvement projects, drafting street tree planting plans for specific neighborhoods, and updating sections of the City's Urban Forest Management Plan.

**Community Services Department, Claremont, California.** Served as the City Arborist. As the sole City forestry expert employed by the City, managed most of the day-to-day operations for the City's urban forest, including responding to service requests from the public, managing the City's tree service contract by creating work orders, scheduling routine work zones, and establishing best work practices; performed disease and pest surveys; and planned street tree planting programs. Assisted in the creation of the City's Street Tree Watering program during the 2012–2016 drought.

**Department of Parks and Recreation Brooklyn Borough, New York, New York.** Served as a forester. Monitored tree work performed by City tree service contractors, responded to resident service requests, evaluated street tree planting sites for tree plantings as part of the City's Million Trees Program, and performed hazard tree assessments in the areas of the borough flooded by superstorm Sandy.

# Scott Eckardt, RPF

**DEPUTY PROJECT MANAGER**



Scott Eckardt (*SCOT EC-hart*) is a certified arborist and licensed forester with 24 years' experience in the natural resource management field. He has managed numerous urban forestry projects throughout California, including individual tree assessments, urban and wildland tree surveys, tree appraisal, tree impact determination and mitigation program development, tree planting and maintenance specification preparation, construction monitoring, and tree mitigation project oversight and monitoring. He also focuses on fire management issues in open-space and wildland–urban interface (WUI) areas throughout California. His fire management experience includes assessment of fire and fuel hazard conditions, WUI inspections for local fire departments, and preparation of vegetation management plans (VMPs), fire protection plans (FPPs) and Community Wildfire Protection Plans (CWPPs). He routinely prepares technical reports, conducts GIS and data analysis, and prepares technical reports and California Environmental Quality Act (CEQA) technical documents.

### *Education*

*California State University, Long Beach*
*MA, Geography, 2006*

*California Polytechnic State University, San Luis Obispo*
*BS, Forestry and Natural Resources Management, 1998*

### *Certifications*

*Registered Professional Forester (RPF), No. 2835*

*Certified Arborist, No. WE-5914A*

*Association for Fire Ecology Certified Wildland Fire Manager*

### *Professional Affiliations*

*Association for Fire Ecology (AFE)*

*International Society of Arboriculture (ISA)*

## Relevant Project Experience

**Forest Health Plan and for Sanborn and Upper Stevens Creek County Parks, Santa Clara County Parks, Santa Clara County, California.** Served as the lead forester and project manager and drafted a forest health plan covering Sanborn County Park (3,400 acres) and Upper Stevens Creek County Park (1,280 acres). Santa Clara County Parks engaged Dudek to develop a plan to proactively address management of forest threats (e.g., wildfire, Douglas-fir encroachment, pathogens) to maintain high recreational value in both Parks. The Parks are located in the Santa Cruz Mountains, characterized by steep terrain and dominated by Douglas-fir/tanoak forest, oak woodland, and redwood forest, and include numerous recreational amenities (e.g., campsites, trails, picnic areas). Preparation of the plan involved extensive field surveys to evaluate forest health conditions, identifying management actions and projects to address observed forest health issues, outlining management recommendations and a plan implementation framework, and developing special-status species avoidance and impact minimization measures.

**Post-Fire Hazard Tree Assessments for the CZU Lightning Complex, Santa Cruz County, California.** Served as the project manager for a post-fire hazard tree assessment project within the CZU Lightning Complex Fire perimeter in northern Santa Cruz County. Dudek worked collaboratively with the California Department of Transportation and California State Parks in support of efforts to re-open Highways 9 and 236. We evaluated, mapped, and marked over 5,600 fire-damaged trees along 15 miles of roadway that posed a potential failure hazard. The project involved development of a hazard tree data collection methodology and approach consistent with ISA tree risk assessment standards and FEMA post-disaster funding requirements.

**Professional Forestry Services for Tree Mortality Project, County of Fresno, California.** Serving as the project manager and providing technical arboriculture and forestry services for the County of Fresno. The County of Fresno has embarked on a project to expedite the removal and disposal of dead and dying hazardous trees; Dudek is identifying and mapping these trees. The Southern Sierra Nevada range suffered significant tree mortality due to the drought and subsequent bark beetle attacks. Fresno County is addressing the problem in response to Governor Brown's 2015 State of Emergency proclamation, which included provisions for removing and disposing of dead and dying hazardous trees. Dudek is responsible for counting, identifying, marking, and mapping all dead and dying trees that threaten public rights-of-way and public infrastructure.

**On-Call Consulting Arborist Services, City of Sacramento, California.** Served as project manager for on-call arboricultural consulting services. Dudek prepared a summary report and developed management recommendations for City of Sacramento–managed trees in the North Natomas area. This task involved extensive field work evaluating 79 landscape areas (including approximately 4,000 trees) to document and map tree and landscape area conditions that were causing, or had the potential to cause, damage to adjacent hardscape, sound walls, or other landscape infrastructure. Dudek also assessed more than 2,800 individual park trees using a modified risk evaluation procedure. Risk assessments identified tree defects, the likelihood of failure, the target potential, and management actions recommended to eliminate or reduce risk. Dudek accessed the City of Sacramento's GIS-based tree inventory for mapping efforts and delivered a comprehensive database for prioritizing risk-reduction efforts.

**Roadside Hazard Tree Assessment and Mapping, Sonoma County, California.** Served as the project manager for a hazard tree identification and mapping project for approximately 1,700 dead, dying, and hazardous trees along 31 miles of roads in the northwestern portion of Sonoma County. The intent of the project was to identify trees that may impact Sonoma County roads and deliver project data so that it could be used for tree removal contractor bidding. The project was conducted in early 2020 and involved identifying and tagging trees located within the Sonoma County right-of-way and collecting tree attribute data for trees on adjacent private properties where right-of-entry will be needed to facilitate tree removal. Dudek delivered tree attribute and mapping data to Sonoma County in May 2020. The project was funded by a CAL FIRE grant.

**Post-Fire Tree Risk Assessment and Mapping, Butte County, California.** Served as the project manager for a post-fire hazard tree assessment for over 40 trees that were damaged by the 2018 Camp Fire. The County requested that Dudek conduct a third-party assessment of trees which were originally identified for removal by another contractor. In response to public concerns regarding the accuracy of previously conducted hazard tree assessments, Dudek foresters and arborists were contracted to conduct independent assessments of the fire damaged trees in question. The intent of the overall project was to expedite the removal of dead and dying hazardous trees that threatened County infrastructure within the 2018 Camp Fire perimeter. Federal Emergency Management Agency (FEMA) disaster relief funding sources were used for this project.

**Arborist Report for 195 Park Street, City of Auburn, Auburn, California.** Served as the project manager and conducted an assessment of 27 cut or damaged trees on the subject property. The assessment was necessary following non-permitted tree cutting activities that occurred on the site in December 2016. The project entailed conducting a detailed site assessment of the tree cutting area, mapping and assessing cut and damaged trees, documenting site conditions, and developing an arborist report. The report addressed tree size information for cut and damaged trees, which forms the basis for penalties under Auburn City Code.

**Forest Health Plan for Mt. Madonna County Park, Santa Clara County Parks, Santa Clara County, California.** Served as the lead forester and project manager and developed a forest health plan for the 4,600-acre Mt. Madonna County Park. Santa Clara County Parks engaged Dudek to develop a plan to proactively address

management of forest threats (pests, diseases, fire hazard) to maintain high recreational value in the Park. The Park is in the southern Santa Cruz Mountains and is characterized by varied terrain redwood forests and oak woodlands, and includes numerous recreational amenities (campsites, trails, picnic areas). The Park is used by the public year-round.

**Professional Forestry Services for Fuel Management Grant, City of San Carlos, California.** Managed planning and environmental review services in support of a FEMA grant-funded fuel management project being implemented by the City of San Carlos. The project involved field assessment, biological and cultural resource surveys, and environmental review under CEQA. Proposed fuel management activities are planned on approximately 100 acres of community open space in the City's wildland urban interface (WUI) and include grazing, brush and tree thinning/pruning, herbicide treatment of invasive species, and vegetation chipping and mastication.

**Community Forest Management Plan, City of San Jose, California.** Managed development of the San Jose Community Forest Management Plan driven by meaningful community engagement and technical expertise. Project tasks included analyzing the existing tree canopy cover using remotely sensed data sets; conducting interviews with city staff, elected officials, and stakeholders; creating a project webpage and outreach video; conducting a strengths, weaknesses, opportunities, and threats analysis of current management practices; determining the condition of the city's urban forest; educating; and developing achievable short-and long-term goals. The resulting Community Forest Management Plan (CFMP) clearly and concisely presented the complexities of urban forest management with accompanying easy-to-interpret graphics so that the document is understandable to seasoned urban foresters as well as the public.

**Vegetation Management Plan, Oakland Fire Department, City of Oakland, California.** Prepared a Vegetation Management Plan (VMP) for the City of Oakland Fire Department. The scope of the VMP covers nearly 2,000 acres of City-owned land, along with over 300 miles of roadside treatment areas in the City's designated Very High Fire Hazard Severity Zone. The VMP outlines vegetation management techniques and standards to reduce the likelihood of extreme fire behavior and promote public and firefighter safety. Prioritization of vegetation treatment areas considers these variables and the size, physical characteristics, and spatial distribution of City-owned parcels throughout the VMP area. Supporting the project's environmental review process, which is currently underway.

# Dana Link-Herrera, AICP

**CEQA LEAD**



Dana Link-Herrera (*DAY-nuh LINK heh-REH-raa; she/her*) is an environmental analyst with 6 years' experience and a strong foundation in urban and regional planning and the California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA). She has a diverse background working in in natural resource management, public universities, tribal communities, community outreach, permitting support, and environmental analysis. Ms. Link-Herrera provides analytical, technical, and project management support on a variety of projects and environmental topics.

Since joining Dudek, Ms. Link-Herrera has specialized in conducting wildfire and urban forestry analyses and aesthetics and visual impact analyses in accordance with CEQA/NEPA and regional/local guidelines. She is experienced in conducting site visits and field work, doing regulatory setting research, writing existing conditions documentation, analyzing post-project conditions, and providing feasible mitigation measures when necessary. She is skilled at reviewing and synthesizing highly technical information into comprehensive environmental analyses. She works collaboratively with Dudek's licensed foresters and wildfire protection planners to provide comprehensive wildfire analyses in accordance with California Department of Forestry and Fire Protection and local fire agency recommendations. Ms. Link-Herrera also specializes in conducting both technical and non-technical visual impact assessments to produce focused impact analyses, aesthetics memoranda, and technical visual impact reports. She is experienced with the Bureau of Land Management (BLM) and Federal Highway Administration visual impact assessment methodologies.

### *Education*

*California State Polytechnic University, Pomona*
*MURP, Urban and Regional Planning, 2019*

*University of California, San Diego*
*BA, International Studies (Environmental Studies minor), 2011*

### *Professional Affiliations*

*American Planning Association (APA)*

*Association of Environmental Professionals (AEP)*

## Relevant Project Experience

**Santa Barbara Community Wildfire Protection Plan (CWPP) and EIR, City of Santa Barbara, California.** Assisted with preparation of the Santa Barbara CWPP and the accompanying program-level EIR. Worked collaboratively with the project team to prepare and update the citywide CWPP and conduct an in-depth program-level environmental analysis in accordance with CEQA and local and regional policies while meeting a strict project schedule according to California Department of Forestry and Fire Protection grant funding guidelines. Conducted analysis of potential impacts to aesthetics and recreational resources.

**Hitch Ranch Project Fire Protection Plan and EIR, City of Moorpark, California.** Authored the CEQA wildfire analysis for the project, which includes single-family residential development and outdoor recreational space located in a very high fire hazard zone/wildland–urban interface area. Worked collaboratively with Dudek wildfire planners to incorporate technical information from the Fire Protection Plan (FPP) into the EIR section to provide a comprehensive wildfire analysis. The analysis included a review of the existing fire environment, fire behavior modeling for pre- and post-project conditions, proposed fuel modification zones, and mitigation measures for the project.

**La Purisima Fuel Reduction Project, California Vegetation Treatment Program (CalVTP) Program EIR, Santa Barbara County Fire Department, California.** Provided project management support and conducted analysis in accordance with CEQA for a vegetation reduction project under CAL FIRE's CalVTP Program EIR. The project consists of vegetation treatment to create a fuel break along Purisima Ridge in northern Santa Barbara County. Coordinated with Dudek technical staff and Santa Barbara County Fire Department staff to conduct site visits and complete technical analyses and a project-specific analysis. Created a mitigation monitoring and reporting program tracker to facilitate implementation of standard project requirements and mitigation measures.

**Talbert Regional Park Master Plan, EIR, Orange County Parks, City of Costa Mesa, Orange County, California.** Assisted with preparation of the Master Plan and EIR for the project, which includes restoring the park into a multi-use low impact recreational use park. Assisted lead biologist with conducting focused species surveys for the 180-acre project site consisting of North Talbert and South Talbert. Surveys were conducted in order to document baseline conditions and existing biological resources.

**Costco/Vineyard II and Vineyard III Environmental Impact Reports, City of Murrieta, California.** Assisted with preparation of Environmental Impact Reports (EIRs) for two adjacent commercial projects in a very high fire hazard severity zone, including a Costco Warehouse and adjacent retail shopping centers. Provided project management support and conducted the environmental analysis for several resource areas, including land use and planning, population and housing, public services, and wildfire. Coordinated with Dudek fire protection planners and Murrieta Fire Department to conduct a technical wildfire assessment, analyze wildfire behavior modeling results, incorporate the assessment into the EIR, and formulate feasible mitigation measures and a plant palette that would reduce wildfire risks.

**Entrada South and Valencia Commerce Center Project Supplemental EIR, Unincorporated Los Angeles County, California.** The project includes single-family residential and commercial development located in very high and high fire hazard zones as part of the development facilitated by the state-approved Newhall Ranch Resource Management and Development Plan and Spineflower Conservation Plan within the Entrada and Valencia Commerce Center Planning Areas in the County of Los Angeles. Dudek provided fire protection planning services for the project, including preparation of an FPP, a Construction Fire Protection Plan, and a wildfire analysis in accordance with CEQA for inclusion in the EIR prepared by an outside firm. Collaborated with Dudek's urban forestry specialists and fire planners to conduct the CEQA wildfire analysis and incorporate the Dudek-prepared technical analysis. The analysis included fire behavior modeling for pre- and post-project conditions and proposed fuel modification zones and mitigation for the project.

**Marisol Resort Specific Plan Visual Resources Report, City of Del Mar, California.** Provided peer review and assisted with revisions to the visual technical report for the Marisol Specific Plan. Analysis included identification of visual resources, evaluation of project impacts from key observation points, and coordination with visual technical lead and technical specialist creating visual simulations. The project includes implementation of a specific plan with five land use sub-designations, and proposes to develop resort guest rooms, villas, and associated amenities atop a coastal bluff. Key issues considered include visual impacts to scenic vistas, coastal resources, and development of a coastal bluff area, including compliance with setbacks, steep slopes, and public beach access.

**Holiday Inn Express Suites Project Initial Study/Mitigated Negative Declaration, City of Hawaiian Gardens, California.** Provided project management support and served as lead environmental analyst to complete the Initial Study/Mitigated Negative Declaration for the proposed hotel project, which included development of a 1.25-acre vacant lot into a four-story, 71-room hotel.

**Hesperia Commerce Center II EIR, City of Hesperia, California.** Assisted with preparing the EIR for the project, which proposes to construct three large warehouse buildings, associated parking, and office space on approximately 194.8

acres of vacant land within a specific plan area. Served as lead author for several EIR sections, including the aesthetics and wildfire analyses. Special consideration was given to potential impacts to existing scenic vistas and the potential contrast from the existing vacant site and surrounding sparse development.

**University of California, San Diego, Future College Living and Learning Neighborhood, City of La Jolla, California.** Assisted with preparation of a technical visual impact analysis report and addendum to the aesthetics analysis included in the Mitigated Negative Declaration prepared for the project. Key factors considered in the evaluation of impacts to visual resources included project consistency with the university's long-range development plan, city and campus scenic resources, project building height, visibility, and shade and shadow analysis.

**Haynes Generating Station Intake Channel Infill Project, Los Angeles Department of Water and Power, City of Long Beach, California.** Served as lead environmental analyst and provided project management support for the proposed channel infill project within the Los Angeles Department of Water and Power (LADWP) Haynes Generating Station. The project includes filling a coastal water intake channel to eliminate the use of once-through cooling and advance renewable energy goals. Responsibilities include environmental impact analysis, permitting support, and coordination with sub-consultants and technical staff to complete technical analyses.

**Jacumba Valley Ranch Solar Project Visual Resources Report, County of San Diego, California.** Assisted with visual resources analysis for the Jacumba Valley Ranch Solar Project Visual Resources Report. The project consists of an approximately 571-acre solar facility on 1,289 acres of privately owned property. The project would introduce approximately 346,202 photovoltaic modules fitted on single axis solar trackers and additional project components (25-megawatt battery energy storage system, 138-kilovolt switchyard, and 138-kilovolt, 220-foot long overhead transmission line) on vacant land adjacent to the rural community of Jacumba. Technical analysis included identification of visual resources and analysis of project impacts from key observation points. Key issues addressed include impacts to residents, proximity to the Jacumba Airport, and contrasts in theme, color, site coverage, scale, and general character between proposed project components and surrounding area.

**Mesa Wind Repower Project EIR, California Department of Fish and Wildlife, Riverside County, California.** Provided technical support and conducted analyses in accordance with CEQA for potential impacts to aesthetics and wildfire for the Mesa Wind Repower Project, which involves decommissioning and removal of over 400 existing wind turbine generators and constructing, operating and maintaining up to 9 new wind turbine generators and installation of overhead and underground collector lines and substation upgrades. The project is located on 401 acres of BLM-administered lands. Responsibilities included review of the applicant-prepared initial study, preparation of data requests, and preparation of an independent EIR. Key issues include consistency with the Desert Renewable Energy Conservation Plan, BLM plans and policies, and wildfire protection planning and regulations for wind turbines.

**Arica-Victory Pass Solar Projects, EIR, California Department of Fish and Wildlife, Riverside County, California.** Completed wildfire impact analysis and authored wildfire EIR chapter for the Arica Victory Pass Solar Projects, which include construction, operation, and maintenance of two utility-scale solar photovoltaic (PV) electrical generating and storage facilities and associated infrastructure to generate and deliver renewable electricity to the statewide electricity transmission grid. Responsibilities included review of the applicant-prepared initial study, preparation of data requests, and preparation of an independent analysis.

# Sean O'Brien

**BIOLOGICAL LEAD**

Sean O'Brien is a biologist with 24 years' experience in the planning, management, and implementation of natural resource-related projects throughout California. Mr. O'Brien specializes in wetlands and endangered species permitting, mitigation planning, biological impact assessment, and biological compliance monitoring program development for public and private clients. His primary focus has been on management of projects that involve preparation of regulatory permit applications and supporting documentation to secure local, state, and federal approvals on behalf of his clients.

Mr. O'Brien has been involved with numerous large and complex projects in the San Francisco Bay region requiring management of multidisciplinary project teams, preparation of complex environmental documents on accelerated schedules, and negotiations with the regulatory agencies. He has successfully negotiated with, and obtained regulatory approvals from, the U.S. Army Corps of Engineers (ACOE), U.S. Fish and Wildlife Service (USFWS), Regional Water Quality Control Board (RWQCB), California Department of Fish and Wildlife (CDFW), and San Francisco Bay Conservation and Development Commission for dozens of projects encompassing the aviation, transportation, utilities/ infrastructure, residential, and institutional development markets. In addition to his permit acquisition experience, Mr. O'Brien has led the development and implementation of numerous biological construction monitoring/permit compliance programs.



***Education***

*California Polytechnic State University, San Luis Obispo*
*BS, Ecology and Systematic Biology, 1993*

***Professional Affiliations***

*Association of Environmental Professionals*

*Association of State Wetland Managers*

*California Native Plant Society*

*Society of Wetland Scientists*

## Relevant Project Experience

**Vaca Valley Business Park, Vacaville, Solano County, California.** This project involved the parcelization and installation of key infrastructure improvements (e.g., roadways, bridges, utilities) as part of a 10-year, phased program to facilitate development of this approximately 300-acre property. Supervised the wetlands permitting tasks, including preparation of an ACOE Individual Permit application and supporting wetland mitigation plan, RWQCB 401 certification request, and CDFW 1602 application to address the realignment of approximately 1,400 linear feet of creek channel and fill of associated seasonal wetlands. Monitored the long-term performance of the project's on- and off-site compensatory mitigation areas in accordance with permit requirements.

**Prewett Park Burrowing Owl Preserve, Antioch, Contra Costa County, California.** As part of work on the CEQA documentation for the City of Antioch's Prewett Park Community Center Project, helped to develop a burrowing owl mitigation and management strategy that targeted the on-site preservation and management of suitable habitat to benefit the local burrowing owl population while providing an economically feasible mitigation option. Guided the City of Antioch in development of a mitigation concept and potential alternative mitigation options. Led preparation of a management plan, long-term monitoring program, cost analyses, legal mechanism for land preservation, and extensive coordination with CDFW representatives and local residents. Monitoring surveys conducted in 2013 resulted in detection of 36 owls in the 24-acre preserve, which represented an approximately three-fold increase since implementation in 2009.

**Sonoma-Marin Area Rail Transit District (SMART) Non-Motorized Pathways Project, Environmental Permitting Support, Sonoma and Marin Counties, California.** Served as project manager/regulatory permitting team lead for this proposed multiuse pathway project, which is part of SMART's overall multimodal transportation program that includes development of a commuter rail and parallel 70-mile multiuse path between Larkspur and Cloverdale. Work was focused on obtaining permits from ACOE, RWQCB, and CDFW for the 26-mile segment between San Rafael and Santa Rosa. Directed preparation of permit applications and supporting technical documents for priority pathway segments. Provided ongoing permitting strategy guidance and mitigation planning support to SMART.

**San Francisco International Airport Runway Safety Area Improvement Project, San Mateo County, California.** This project mandated by the Federal Aviation Administration involved extensive federal and state regulatory permitting to address the fill of approximately 3.5 acres of jurisdictional wetlands to bring San Francisco International Airport's (SFO's) airfield up to current Federal Aviation Administration design standards. Specific issues addressed in the applications included effects on salt marsh harvest mouse, threatened and endangered fish and their critical habitat, water quality, and designated Essential Fish Habitat. Managed a team of wetlands specialists and biologists in the preparation of a wetland delineation; permit applications; and supporting documentation to obtain approvals from ACOE, USFWS, the National Marine Fisheries Service, RWQCB, and the San Francisco Bay Conservation and Development Commission under an aggressive schedule. Directed preparation of biological resources sections for the project's CEQA and National Environmental Policy Act documentation. Supervised biological and archeological construction monitoring during the implementation phase of the project, and provided technical assistance related to interpretation and compliance with the various environmental permits.

**San Francisco Garter Snake Recovery Action Plan, San Francisco International Airport, San Mateo County, California.** Due to long-term flood-control management issues and associated agency-imposed permitting requirements for work on SFO's West-of-Bayshore property, SFO pursued development of a threatened and endangered species management plan (Recovery Action Plan) to address these issues. This plan was developed in partnership with the USFWS Recovery Branch. The Recovery Action Plan is intended to result in larger, more stable populations of San Francisco garter snake and California red-legged frog through a variety of habitat enhancement actions while allowing SFO to meet its flood control objectives on the West-of-Bayshore property. Guided formulation of the preliminary recovery concept, project design details, and cost analyses, as well as preparation of all the regulatory permitting documentation. Collaborated with a multidisciplinary team of engineers, hydrologists, biologists, wetlands scientists, and planners in the design and CEQA environmental review phases. Provided strategic biological assistance and annual monitoring and reporting support to SFO.

**Oakland International Airport Runway Safety Area – South Field Improvements, Alameda County, California.** Retained by the Port of Oakland (as a subconsultant to Gallagher & Burk) to provide biological monitoring services for the realignment/construction of new taxiways in the airport's South Field. Project involved permit compliance monitoring to ensure adherence to protection measures described in the project's Biological Opinion for the state and federally protected California clapper rail and salt marsh harvest mouse. Directed all aspects of the monitoring effort, including pre-construction surveys, contractor environmental awareness trainings, exclusion fence installation, monitoring of habitat clearing/removal, and compliance reporting tasks. Formulated an alternative, project-specific vegetation/habitat removal methodology in response to project schedule constraints, the extent of habitat to be removed (approximately 4 acres of pickleweed), and labor-intensive methods required under the Biological Opinion. This alternative approach was approved by the agencies and resulted in significant schedule and project cost reductions.

**U.S. 101 Ramps Construction Project, San Francisco International Airport, San Mateo County, California.** This complex, 4-year-long highway improvement project involved construction and re-alignment of new freeway transition ramps, construction of a new water main, and development of electrical substation facilities on and immediately adjacent to SFO's West-of-Bayshore property. Responsible for implementation of a biological monitoring program in compliance with USFWS and CDFW requirements. Supervised a six-member biological monitoring team who monitored construction on a full-time basis, including daily inspection of nearly 2 miles of wildlife exclusion fencing, and coordination with contractors, construction inspectors, and the resource agencies to rectify issues, provide contractor training/orientation, and prepare extensive project documentation.

**South Lomita Canal Vegetation and Sediment Removal Project, San Francisco International Airport, San Mateo County, California.** Prior to implementation of SFO's Recovery Action Plan, SFO conducted periodic canal dredging operations as part of its flood control responsibilities on the West-of-Bayshore property. This project involved removal of accumulated sediment and vegetation from approximately 4,400 linear feet of constructed channel to increase stormwater conveyance and canal storage capacity. Performed duties as supervising biological monitor (approved by USFWS and CDFW) for the 4-month-long project. Directed a team of 12 biological monitors to prevent impacts to California red-legged frog and San Francisco garter snake; captured and relocated both species. Responsible for coordination with SFO and agency representatives to resolve issues during project implementation and preparation of all project documentation.

**City of Livermore Stream Maintenance Program Permitting, Alameda County, California.** Served as permitting task manager for the City of Livermore's Stream Maintenance Program. The Stream Maintenance Program provides a programmatic permitting framework for implementation of a variety of stream maintenance and management activities in natural creeks, basins, and flood control channels to reduce flood risk. Prepared first annual notification package that described proposed maintenance activities, potential impacts on jurisdictional areas and special-status species, and associated minimization measures based on Stream Maintenance Program framework. Collaborated with city staff, agency representatives, and stakeholders to refine list of critical first-year projects and approach to program implementation. Led development of a project-specific mitigation strategy to offset impacts of first-year projects on jurisdictional areas and special-status species.

**Alameda County Water District Large-Diameter Hayward Fault Seismic Retrofit Project, Alameda County, California.** This project involved the seismic retrofit of existing, large-diameter, potable water transmission pipelines that cross the Hayward Fault in Alameda County Water District's service area. Managed a team of wildlife biologists, botanists, wetlands specialists, environmental planners, and archaeologists to provide CEQA documentation and regulatory permitting support. Directed the project team in preparation of technical reports, guided resource agency coordination efforts, provided permitting and mitigation strategy guidance, and interfaced with community groups. Provided quality assurance/quality control review of the CEQA documentation and all elements of the regulatory permit applications. Based on successful performance for the Alameda County Water District, three additional projects were awarded on a sole-source basis.

# Emily Scricca

**BIOLOGICAL LEAD**



### *Education*

*San Jose State University MS, Environmental Studies, 2017*

*University of Vermont BS, Animal Sciences, 2010*

### *Certifications*

*USFWS, Section 10(a)(1)(A) Native Endangered and Threatened Species Recovery Permit, No. TE45251C-0*

- *California tiger salamander*

*CDFW, Memorandum of Understanding, Scientific Collecting Permit, No. SC-013755*

- *California Tiger Salamander*

### *Professional Affiliations*

*National Wildlife Federation*

*San Francisco Bay Bird Observatory*

*The Wildlife Society*

*Western Bird Banding Association*

Emily Scricca is a wildlife biologist with 8 years' field experience providing biological monitoring and conducting surveys for numerous species, including burrowing owl (*Athene cunicularia*), Swainson's hawk (*Buteo swainsonii*), least Bell's vireo (*Vireo bellii pusillus*), tricolored blackbird (*Agelaius tricolor*), western snowy plover (*Charadrius alexandrines*), California tiger salamander (*Ambystoma californiense*), California red-legged frog (*Rana draytonii*), western pond turtle (*Actinemys marmorata*), San Francisco dusky-footed woodrat (*Neotoma fuscipes annectens*), and San Joaquin kit fox (*Vulpes macrotis*). Ms. Scricca possesses a federal 10(a)1(A) recovery permit for California tiger salamander. From her various positions in California, Ms. Scricca has strong knowledge of California flora and fauna and is well versed in environmental survey and sampling techniques. She has extensive experience conducting nesting bird surveys and a demonstrated ability to identify birds by sight and sound.

Ms. Scricca has a working knowledge of regulatory permitting processes including; National Environmental Policy Act, California Environmental Quality Act, federal Endangered Species Act, California Fish and Game Code, Lake and Streambed Alteration Agreements, Migratory Bird Treaty Act, and Clean Water Act. Additionally, she is a detail-oriented, effective communicator, and has prepared numerous technical reports in support of the environmental review and permitting processes for dozens of projects.

## Relevant Project Experience

**Riparian Setback Analysis Project, San Jose, California.** Conducted a riparian habitat and setback analysis for a small commercial development site adjacent to Ross Creek in San Jose, California. Prepared an extensive Riparian Setback Analysis Report and Alternatives Analysis specific to the City of San Jose's Riparian Corridor Policy Study and Condition 11 in chapter 6 of the Santa Clara Valley Habitat Plan.

**Virginia Smith Trust, Campus Community North Phase 6, and 2020 Projects, University of California, Merced, Merced County, California.** The UC Merced Virginia Smith Trust, Campus and Community North Projects are the development of an 810-acre campus and associated 835-acre university community neighborhood, combined with preservation of over 26,000 acres of mitigation lands in the project vicinity. Conducted pre-construction surveys for California tiger salamander, San Joaquin kit fox, burrowing owl, and succulent owl's clover (*Castilleja campestris* ssp. *succulenta*) on the project site lands. Also conducted protocol-level surveys for Swainson's hawk and monitored active Swainson's hawk nests onsite. Served as a designated biologist (CDFW) and an approved biologist (USFWS) for the construction of the campus and monitored construction activities to ensure compliance with the project's environmental documents and

permits (USFWS Biological Opinion, CDFW Incidental Take Permit, EIR, 401 and 404, etc.). In addition to pre-construction surveys and biological monitoring, provided daily environmental awareness trainings to construction personnel, and supervised the installation of one-way CTS exclusion fencing.

**East Garrison Housing Development, Monterey, California.** The project is the development of single-family residences, parks, and other community areas that will be constructed in several phases over a 10-year period on an approximately 240-acre site within East Garrison, formerly Fort Ord. Serves as a designated biologist for this this project, which is regulated underneath a CDFW 2081 ITP. Conducted onsite preconstruction surveys, construction monitoring, and training targeting the protection of CTS, nesting birds, and roosting bats. Provided project personnel environmental awareness trainings for all project staff, conducted onsite compliance monitoring, species entrapment inspections, species relocations, passive bat exclusions, nest buffer establishment, and agency reporting on an annual, quarterly, and species-observation basis.

**McCarthy Ranch Sprig Center and McCarthy Creekside Phase II, Milpitas, California.** Conducted protocol-level burrowing owl surveys for the McCarthy Ranch projects under the 2012 CDFW guidelines. Additionally, provided biological training to construction personnel and distributed results of the surveys to construction managers in written reports.

**VTA Highway 237 Express Lanes Phases I and II, San Jose, California.** Conducted protocol-level burrowing owl surveys for the Highway 237 Express Lane project under the 2012 CDFW guidelines as well as the Santa Clara Valley Habitat Conservation Plan protocol. Additionally, provided biological training to construction personnel and monitored installation of Environmentally Sensitive Area fencing.

**Communications Hill Housing Development Phase II, San Jose, California.** Conducted protocol-level burrowing owl surveys for the Communications Hill Phase II development project under the 2012 CDFW guidelines as well as the Santa Clara Valley Habitat Conservation Plan protocol. Established exclusion barriers around active burrowing owl burrows, and monitored burrows during construction activities. Additionally, provided biological training to construction personnel.

**Sellers Avenue Subdivision Map Project, Brentwood, California.** Conducted protocol-level burrowing owl and Swainson's hawk surveys for the Sellers Avenue Subdivision Map project under the 2012 CDFW guidelines as well as the East Contra Costa County Habitat Conservation Plan and Natural Community Conservation Plan. Additionally, established construction-free buffers around active bird nests, and distributed results of the surveys to construction managers in written reports.

**Arcadia Evergreen Subdivision Project, San Jose, California.** Prepared a private application package for the 64-acre housing subdivision site for Santa Clara Valley Habitat Plan coverage. Calculated land cover and burrowing owl fees, for the project applicant. Conducted protocol-level burrowing owl surveys for the Arcadia Evergreen Subdivision project under the 2012 CDFW guidelines as well as the Santa Clara Valley Habitat Conservation Plan protocol.

**Pleasant Hill Library Project, Contra Costa County, California.** Conducted a biological constraints analysis for the 15-acre Pleasant Hill Library site. Potential constraints identified for future buildout of the site included potential impacts to nesting birds and raptors, identification of the East Fork of Grayson Creek as a potential water of the United States, and City of Pleasant Hill creek setback ordinances.

**Newby Island Landfill Bank Stabilization Project, San Jose, California.** Assisted in the preparation of a biological evaluation report for the Newby Island Bank Stabilization project site. Conducted field evaluations in which the biotic resources of the site were determined, and evaluated the potential for green sturgeon (*Acipenser medirostris*), central

California coast steelhead (*Oncorhynchus mykiss)*, California Ridgeway's rail (*Rallus obsoletus obsoletus*), and salt marsh harvest mouse (*Reithrodontomys raviventris*) to be impacted by planned project activities. The report also included an Essential Fish Habitat Assessment. (October 2018–December 2018)

**Frantoio Grove California Tiger Salamander and California Red-Legged Frog Habitat Assessment, San Martin, California.** Assisted in the preparation of a CTS and CRLF habitat assessment for the 95-acre Frantoio Grove property in San Martin, California. Evaluated the existing conditions and habitat assessment of the site, distribution of CTS and CRLF in the region, surrounding aquatic habitats, and likelihood of CTS and CRLF occurring on the site. The purpose of this assessment was to provide the USFWS with sufficient information so that the agency may conclude that CTS and CRLF are not present on the site.

**Sargent Ranch Quarry, Gilroy, California.** Performed aquatic seine-net surveys for California tiger salamander and California red-legged frog in multiple stock ponds of the mitigation areas of the Sargent Ranch site. Data collected was compiled and summarized in a written report for project client.

**In-House Water Utility Maintenance Projects, Santa Clara Valley Water District, Santa Clara County, California.** Projects included, but were not limited to annual maintenance on reservoirs, vegetation management and abatement, treatment plant and various facility upgrades, pipeline maintenance, and tree removal. Provided biological monitoring for California tiger salamander, California red-legged frog, western pond turtle, burrowing owl, Least Bell's vireo, tricolored blackbird, San Francisco dusky-footed woodrat and San Joaquin kit fox at various project sites. These efforts involved conducting pre-construction biological surveys, grassland and wetland bird surveys, permit review, environmental impact assessment, and writing technical reports. Additionally, used GIS to ground-truth construction footprints and calculated land cover fees in compliance with the Santa Clara Valley Habitat Conservation Plan.

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# Adam Giacinto

**CULTURAL LEAD**



***Education***

*San Diego State University*
*MA, Anthropology*

*Sonoma State University*
*BA, Anthropology/ Linguistics*

*Santa Rosa Junior College*
*AA, Anthropology*

***Professional Affiliations***

*Register of Professional Archaeologists*

*Society for California Archaeology*

*American Anthropological Association*

*Institute of Archaeomythology*

*American Anthropological Association*

Adam Giacinto is an archaeologist with 15 years' experience preparing cultural resource reports, site records, and managing archaeological survey, evaluation, and data recovery-level investigations. His research interests include prehistoric hunter-gatherer cultures and contemporary conceptions of heritage. His current research focuses on the social, historical, archaeological, and political mechanisms surrounding heritage values. He has gained practical experience in archaeological and ethnographic field methods while conducting research in the Southwest, Mexico, and Eastern Europe.

Mr. Giacinto brings specialized experience in cultural resources information processing gained while working at the South Coastal Information Center. He has worked as part of a nonprofit collaboration in designing and managing a large-scale, preservation-oriented, standardized database and conducting site and impact predictive Geographic Information Systems (GIS) analysis of the cultural resources landscape surrounding ancient Lake Cahuilla. He provides experience in ethnographic and applied anthropological methods gained in urban and rural settings, both in the United States and internationally.

## Relevant Project Experience

**Park Boulevard Environmental Impact Report (EIR), City of Palo Alto, California.** As principal archaeological investigator, coordinated a Northwest Indian College (NWIC) records search, Native American Heritage Commission (NAHC) and Native American consultation, archaeological survey, and preparation of a technical report and EIR section. An appropriate mitigation strategy was developed and provided to the City of Palo Alto for this negative cultural inventory.

**Vacaville Center Campus Project, Solano Community College District, City of Vacaville, California.** As principal archaeological investigator, coordinated a NWIC records search, NAHC and Native American communication, archaeological survey, and preparation of a technical report. Recommendations were framed in compliance with California Environmental Quality Act (CEQA) regulations and submitted to the lead agency.

**Makani Power Wind Turbine Pilot Program, Google Inc., Alameda, California.** As principal investigator, coordinated a NWIC records search, NAHC and Native American consultation, archaeological survey, and preparation of a negative technical memo a for this potential wind farm. The mitigation strategy did not require additional archaeological monitoring or other work based on the lack of archaeological sites, and the low potential for encountering unrecorded subsurface cultural resources. Recommendations were submitted as a categorical exemption to the reviewing agency.

**Yokohl Ranch Cultural Resources, The Yokohl Ranch Company LLC, Tulare, California.** As co-principal investigator and field director managed 15 archaeologists in conducting 1,900 acres of survey throughout the Yokohl Valley.

**Hamilton Hospital Project, City of Novato, California.** As principal investigator, managed tribal and archaeological fieldwork and methodological reporting relating to the extended Phase I inventory geoprobe drilling and shovel test pit excavation. Considerations included compliance under CEQA and local regulations.

**Maidu Bike Path and Park Projects, City of Auburn, California.** As principal investigator, managed the survey, archival searches, tribal correspondence, and reported mangement recommendations for a cultural resources inventory. Considerations included compliance under CEQA and Section 106 of the NHPA.

**Steephollow Creek and Bear River Restoration, Nevada County, California.** As principal investigator, assisted with management of field efforts and preperation of a technical report for a cultural inventory. Resources were evaluated for significance under CEQA, and Section 106 of the NHPA.

**As Needed Planning and Environmental Contract, Recycled Wastewater Treatment Plant Secondary Process Upgrade Improvement Project, City of Auburn, California.** As principal investigator, managed the survey, archival searches, tribal correspondence, and reported mangement recommendations for a cultural resources inventory. Considerations included compliance under CEQA and Section 106 of the NHPA.

**Recycled Water Pipeline Project, City of Woodland, California.** As principal investigator, managed the survey, archival searches, tribal correspondence, and reported mangement recommendations for a cultural resources inventory. Considerations included compliance under CEQA and Section 106 of the NHPA.

**Hanson El Monte Pond Restoration, Lakeside's River Park Conservancy, San Diego, California.** As principal investigator, managed the field efforts, reporting, and agency interface for a cultural inventory. Resources were evaluated for significance under county guidelines, CEQA, and Section 106 of the NHPA. Worked with the ACOE for submittal of documents to State Historic Preservation Office (SHPO).

**Lake Cahuilla Management Plan, ASM PARC, Riverside County, California.** As project archaeologist and lead analyst, led in the formation of a standardized database associated with ancient Lake Cahuilla. Performed GIS data integration and predictive analysis, data entry of site record information, and completed multi-day, multi-person record search for Riverside County.

**South Palm Canyon West Fork Flood Emergency Work, Agua Caliente Band of Cahuilla Indians, Palm Springs, California.** As principal investigator, worked with the Agua Caliente Band of Cahuilla Indians Tribal Historic Preservation Office to conduct archaeological monitoring on tribal lands of emergency repairs within Andreas Canyon National Register of Historic Places listed district. A monitoring report with a summary of findings and implemented mitigation activities, daily monitoring logs and photos, and confidential figures was provided to the tribe.

**South Palm Canyon Improvements, Agua Caliente Band of Cahuilla Indians, Palm Springs, California.** As principal investigator, worked with the Agua Caliente Band of Cahuilla Indians Tribal Historic Preservation Office to conduct archaeological monitoring on tribal lands of facility improvements within Andreas Canyon National Register of Historic Places listed district. A monitoring report with a summary of findings and implemented mitigation activities, daily monitoring logs and photos, and confidential figures was provided to the tribe.

**Shu'luuk Wind Project Cultural Resource Study Survey, Campo Environmental Protection Agency and Invenergy LLC, Campo Indian Reservation, California.** As field director, managed two teams of archaeologists, consisting of seven total practitioners, in conducting a survey of the 2,400-acre study area in a general inventory of potentially impacted cultural resources. Worked with Campo Environmental Protection Agency, of the Campo Kumeyaay Nation, in forming management objectives and integrating six Native American Monitors into daily survey activities.

# William Burns, RPA

**CULTURAL LEAD**



William Burns (*WILL-ee-em BURNS; he/him*) is an archaeologist with 18 years' experience in cultural resource management. Mr. Burns is highly knowledgeable about the California Environmental Quality Act, the National Environmental Policy Act, the Native American Graves Protection and Repatriation Act, and the National Historic Preservation Act, particularly the Section 106 process. He evaluates buildings and districts for archaeological sensitivity and possible inclusion on the National Register of Historic Places. Mr. Burns assesses project and building plans for archaeological sensitivity and reviews archaeological reports on the state government regulatory end of the process.

Mr. Burns possesses expertise about pre-contact archaeological sites, paleocoastline reconstruction, and artifact identification and analysis. He applies this expertise to archaeological report writing and editing for Section 106 projects. He also serves on field crews and as a supervisor on archaeological projects, overseeing surveys, site examinations, data recoveries, and artifact database creation and maintenance. For precise site mapping, Mr. Burns uses GPS devices, primarily Trimble GEO XH, ArcGIS, and Maptitude.

***Education***

*University of York*
*MS, Coastal and Marine Archaeology, 2010,*

*University of Massachusetts at Amherst*
*BA, Anthropology (Mathematics minor), 2004*

***Certifications***

*Register of Professional Archaeologists (RPA)*

*Divemaster (National Association of Underwater Instructors)*

*Occupational Safety and Health Administration (OSHA) HAZWOPER (40-hour)*

*Basic First Aid/BBP (American Heart Association)*

*Adult CPR/AED (American Heart Association)*

## Relevant Project Experience

**Pacifica Fuel Management Project, California Department of Forestry and Fire Protection, Pacifica, California.** Performed cultural survey, conducted records search, and prepared cultural resources report for vegetation management project.

**San Carlos Fuel Management Project, California Department of Forestry and Fire Protection, San Carlos, California.** Performed cultural survey, conducted records search, and prepared cultural resources report for vegetation management project.

**Alameda County Advanced Meter Infrastructure Project, Alameda County, California.** The project proposed to upgrade existing traditional water meter reading systems within its service area with an Advanced Metering Infrastructure system across 84,200 existing meters. As project archaeologist, performed the records search and reviewed and summarized the data of the approximately 41,000-acre project area. Reviewed geomorphological data for the project site and developed a sensitivity model and monitoring plan for the project.

**Advanced Meter Infrastructure Project, Santa Clara County, California.** Performed cultural survey, conducted records search, and prepared cultural resources report for countywide water system metering infrastructure upgrades.

**Delta Dams Burrow Remediation Project, California Department of Water Resources, Alameda and Contra Costa Counties, California.** Performed cultural survey, conducted records search, and prepared cultural resources report for DWR dam and reservoir stabilization project at three different dams.

**Yokohl Ranch Housing Development Project, The Yokohl Ranch Company LLC, Tulare County, California.** Conducted field survey and performed site evaluation for large housing development.

**Arden Gateway Project, Fulcrum Property, Placer County, California.** Prepared cultural resources report for commercial and residential development.

**Yorba Avenue Warehouse Project, Pacific Industrial Inc., Long Beach, California.** Prepared a cultural resources letter report based on a records search and field survey for construction of a warehouse and office facility with parking lots and retention basins.

**Proctor Valley Village 14 and Preserve Project, County of San Diego, California.** Conducted field survey and site evaluation, prepared cultural resources report, and provided artifact analysis for a component of the Otay Ranch master-planned community.

**Vista Canyon Ranch Sewer Line Project, Vista Canyon Ranch LLC, City of Santa Clarita, California.** Provided field survey, site evaluation, and artifact analysis for a mixed-use residential and commercial development.

**Rancho Cucamonga Northeastern Sphere Annexation Area, Sargent Town Planning, Rancho Cucamonga, California.** Conducted field survey and site evaluation of a potential annexation area.

**Palm Avenue Distribution Center, IDS Real Estate Group, San Bernardino, California.** Conducted field survey and site evaluation, and assisted with preparation of a cultural and paleontological resources monitoring report for warehouse/distribution center construction.

**Newhall Homestead South Project, Newhall Land and Farming Company, Los Angeles County, California.** Participated in intensive-level field survey of a 2,535-acre project site for a residential and commercial development.

**Five Lagunas, Merlone Geier Management LLC, Laguna Hills, California.** Completed a records survey for redevelopment of a mall property.

**8777 Washington Boulevard Project, Guild GC (VCN LP), Culver City, California.** Conducted a field survey and building evaluation for a commercial building remodel of a two-story, mixed-use building.

**Roblar Road Quarry, John Barella, Sonoma County, California.** Performed cultural and paleontological survey, performed extended Phase I testing, and prepared cultural resources report for quarry project.

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# STAFF REPORT

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|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Elizabeth Wada, Public Works, (650) 595-7468, ewada@belmont.gov |
| **Agenda Title:** | Craftwater Engineering Agreement Amendment |
| **Agenda Action:** | Resolution |

## Recommendation

Adopt a resolution authorizing the City Manager to negotiate and execute a second amendment to the contract with Craftwater Engineering, Inc., for additional services including preparation of a focused environmental impact report (EIR) for an additional amount of $213,061, for a total contract cost to a not-to-exceed amount of $1,211,465.

## Strategic Focus Area

Infrastructure and Mobility

## Background

On June 3, 2022, the City entered into an Architectural and Engineering Service Agreement with Craftwater Engineering, Inc. (hereinafter "Consultant"), for the design and implementation of the Twin Pines Park Storm Water Capture Project (hereinafter "Project") in the amount of $913,334 for professional engineering services for the implementation of a storm water detention basin to alleviate flooding, which includes but is not limited to engineering design, construction plans and specifications, preparing documentation to satisfy the California Environmental Quality Act (CEQA), securing environmental regulatory permits, and public outreach. Consultant has completed their 60% plans, specifications, and engineer's estimate (PS&E) and is in the process of developing the 90% PS&E. The $913,334 is funded by a California Natural Resources Agency General Fund Specified Grant.

On February 28, 2023, the City adopted Resolution No. 2023-020, authorizing an amendment to the contract with Craftwater Engineering, Inc., for additional services to include archaeological testing and reporting for the Project. The archeological testing report results triggered the need for a Focused Environmental Impact Report (EIR), hence the need for this second contract amendment.

## Analysis

A Focused EIR was not initially included in the original scope of work because it was assumed the level of effort needed to satisfy CEQA would be a Negative Mitigation Declaration (NMD). However, with the archaeological testing results, a greater level of effort is needed to comply with CEQA.

The new scope of services amends the following tasks: Task 5 – Draft Focused EIR, Task 6 – CEQA Public Noticing & Participation, Task 7 – Final Focused EIR, and Task 11 – Environmental Regulatory Permit Applications, of ESA's, Consultant's subconsultant, Scope of Work, with full details of the work

found in Exhibit 1.

The overall Project design and construction cost is $8,364,334, with no budget augmentation. Of this total, $913,334 was allocated for the design phase and is funded from a California Natural Resource Agency (CNRA) General Fund Specified Grant, while $7,451,000 was allocated for construction, funded from a CNRA Urban Flood Protection Grant and $500,000 match each from the Cities of Belmont, San Carlos and San Mateo County. The proposed budget for the revised scope of services is not to exceed $213,061and will use funds from the $7,451,000 construction phase of the Project. Upon authorization of the amendment, the total agreement cost, including the original scope of service, is $1,211,465. This will be covered by City of Belmont match funds budgeted in the CIP Measure I Storm Project No. 6020 (Account No. 399-3-730-9030).

**Alternatives**

1. Take No Action.
2. Refer back to staff for more information.

**Attachments**

A. Resolution
B. Exhibit 1 – Additional Scope of Work

**Fiscal Impact**

☐ No Fiscal Impact

☒ Funding Source Confirmed: $213,061 ($163,061 + $50,000 contingency) is budgeted in the CIP Measure I Storm Project No. 6020 (Account No. 399-3-730-9030).

| **Source:** | **Purpose:** | **Public Outreach:** |
|---|---|---|
| Staff | Discretionary Action | Posting of Agenda |

# RESOLUTION NO. 2023 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT AUTHORIZING AN AMENDMENT TO THE CONTRACT WITH CRAFTWATER ENGINEERING, INC., FOR ADDITIONAL SERVICES INCLUDING PREPARATION OF A FOCUSED ENVIRONMENTAL IMPACT REPORT (EIR).**

WHEREAS, on June 3, 2022, the City entered into an Architectural and Engineering Service Agreement with Craftwater Engineering, Inc. (hereinafter "Consultant"), for the design and implementation of the Twin Pines Park Storm Water Capture Project (hereinafter "Project") in the amount of $913,334 for professional engineering services for the implementation of a storm water detention basin to alleviate flooding, which includes but is not limited to engineering design, construction plans and specifications, preparing documentation to satisfy the California Environmental Quality Act (CEQA), securing environmental regulatory permits, and public outreach; and,

WHEREAS, on February 28, 2023, the City adopted Resolution No. 2023-020, authorizing an amendment to the contract with Craftwater Engineering, Inc., for additional services to include archaeological testing and reporting for the Project, the results of which triggered the need for a Focused Environmental Impact Report (EIR), hence the need for this second contract amendment; and,

WHEREAS, the new scope of services amends the following tasks: Task 5 – Draft Focused EIR, Task 6 – CEQA Public Noticing & Participation, Task 7 – Final Focused EIR, and Task 11 – Environmental Regulatory Permit Applications, of ESA's, Consultant's subconsultant, Scope of Work, with full details of the work found in Exhibit 1; and,

WHEREAS, the overall Project design and construction cost is $8,364,334, with no budget augmentation, and funds in the amount of $213,061 will be drawn from CIP Project No. 6020, account No. 399-3-730-9030.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The City Manager is authorized to negotiate and execute an amendment to the contract with Craftwater Engineering, Inc., for additional services to prepare a focused environmental impact report (EIR) based on the archaeological testing results, for an additional amount of $213,061, bringing the total contract cost to a not-to-exceed amount of $1,211,465.

* * *

ADOPTED October 24, 2023 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

Exhibit 1

# Twin Pines – Detention Basin

## Scope of Work

### Task 5 – Draft Focused EIR

This scope of work assumes that ESA will prepare a focused environmental impact report (EIR) based on the results from the cultural site survey as follows:

#### Notice of Preparation

ESA will work with the City to develop a draft and final Notice of Preparation (NOP), and associated notice of completion, and project summary form for filing with the State Clearinghouse at the Governor's Office of Planning and Research and San Mateo County Clerk's office. ESA will use the list of approvals in the CEQA project description to generate a mailing list of responsible agencies for the project and provide the mailing list to the City for approval prior to NOP publication. At the time of NOP publication, ESA will distribute the NOP to the identified agencies.

ESA will prepare a memorandum which briefly summarizes scoping comments received during the 30-day public scoping period, if any, categorized by topic. ESA will attend a scoping meeting will be held in person at City Hall. No transcription of public comments is included in the scope, but ESA will provide summarized notes of public comments.

#### Administrative Draft Focused EIR

ESA will prepare a revised Initial Study in accordance with current CEQA Guidelines Appendix G Initial Study checklist. The Initial Study will be presented as an EIR appendix and will be considered part of the EIR. The Administrative Draft focused EIR will present the CEQA Project Description and a description of the existing environmental conditions for the Project and provide analysis under each of the resource topics from the CEQA Guidelines Appendix G Initial Study checklist to identify whether the Project, as proposed (and including applicable mitigation measures), would result in adverse impacts to the environment.

The Initial Study will address in detail those topics deemed not to be of considerable public interest and for which the Project's potential effects would not be significant and unavoidable. The Initial Study will only briefly address those remaining topics for which a significant and unavoidable impact could result and those of considerable public interest, as such topics will be the primary focus of the EIR. The Initial Study will also include the CEQA declaration sheet. The EIR will include four resources chapters: **air quality, cultural resources, hydrology and water quality, and tribal cultural resources**. In addition, the EIR will include an alternatives chapter as described below.

Under this task, ESA will support the City in conducted consultation with Native American Tribes (Tribes) by: participating in one (1) visit to the Project site, with the City and representatives from consulting Tribes; arranging, facilitating, and participating in up to two (2) teleconference meetings with the City and consulting Tribes; and documenting all consultation between the City and Tribes for inclusion as an appendix to the EIR.

### *Alternatives*

ESA, with input from Craftwater and the City, will generate up to three CEQA alternatives including the CEQA-required No Project alternative. The alternatives could include, for example, constructing a stormwater basin at an alternate site or a redesigned basin at Twin Pines. The alternatives must attempt to reduce or avoid the Project's significant environmental impacts and meet most of the Project objectives. This chapter will also include a description of alternatives considered but dismissed from further consideration and the rationale for their dismissal (such as engineering infeasibility or inability to reduce significant environmental impacts of the project). ESA assumes participation in two conference calls to discuss the CEQA alternatives.

## Screencheck and Draft Focused EIR

Following review of the Administrative Draft focused EIR by the City, ESA will revise and update it as a Screencheck Draft for final City review and approval for release as a public draft EIR. ESA will coordinate with the City to develop an EIR notice of availability and confirm posting requirements. ESA will also draft a notice of completion and project summary form for the State Clearinghouse.

ESA will distribute electronic copies of the notice of availability (NOA) on the City's behalf and post the NOA at the County Clerk. The current scope and fee assume that ESA will conduct these distributions, including two postings at the project site and placement of one legal advertisement in a local newspaper. The current scope and fee also assume that 18 hard copy NOAs and 5 hard copy EIRs will be produced by ESA.

Upon completion of the Screencheck Draft review by the City, ESA will finalize the Draft focused EIR and provide the City with electronic copies of EIR files for the City website, and submit the document electronically to the State Clearinghouse.

## Task 5 Deliverables

- Distribution List
- Notice of Preparation (Draft & Final) (electronic only)
- Public Scoping Materials
- Documented Public Scoping Comments (electronic only)
- Administrative Draft Focused EIR, including Mitigation Monitoring and Reporting Plan (electronic only)
- Screencheck Draft Focused EIR (electronic only)
- Draft Focused EIR (electronic only)

# Task 6 – CEQA Public Noticing & Participation

## Public Review and Response to Comments

Following completion of the Draft Focused EIR review period, ESA will prepare a response to comments document. It is assumed that up to ten (10) comment letters may be received, and that responding to comments would not require new technical studies or substantial revisions to text of the draft focused EIR. ESA will prepare

a draft response to comments document for City review. Following revisions of the document, ESA will prepare a final response to comments document. ESA assumes recirculation of the EIR will not be required.

### Task 6 Deliverables

- Notice of Completion (Draft & Final) (electronic only)
- Meeting notes and public comments
- Draft response to comments (electronic only)

## Task 7 – Final Focused EIR

### Findings, Statement of Overriding Considerations, and Final EIR Hearing

ESA's CEQA Project Manager will attend the draft EIR public hearing and City hearing at which the Final EIR will be certified (draft focused EIR and response to comments document comprise the Final EIR) and assist in responding to questions by the Planning Commission or the public. We assume this hearing will be in-person.

ESA will also prepare a draft Findings/Statement of Overriding Considerations, Mitigation Monitoring Reporting Program, and Notice of Determination. The City Attorney and City staff will review and provide comments for the Findings and Statement of Overriding Considerations, and that the City will provide the required CEQA filing fees.

### Task 7 Deliverables

- Administrative Final Focused EIR (electronic only)
- Final Focused EIR (electronic only)
- Findings and Statement of Overriding Considerations (Draft & Final)
- Notice of Determination (Draft & Final) (electronic only)
- Meeting notes and public comments

## Task 11 – Environmental Regulatory Permit Applications

### Technical Studies to Support Permitting

#### *Cultural Resources Support for Section 106 Consultation*

Cultural resources studies for the Project to date have identified one cultural resource, Native American archaeological site P-41-000152, in the Project Area of Potential Effects (APE). This resource is eligible for the listing in the National Register of Historic Places and California Register of Historical Resources and, for purposes of Section 106 of the National Historic Preservation Act (Section 106) (required as part of review for the USACE Section 404 CWA permit), would be adversely affected by the Project. Under this subtask, ESA cultural resources staff that meet the Secretary of the Interior's Professional Qualifications Standards for Archeology will: participate in up to two (2) visits to the Project site, with City, USACE, and representatives from consulting Native American Tribes (Tribes); arrange, facilitate, and participate in up to four (4) teleconference meetings with the City, USACE, Tribes, and State Historic Preservation Officer (SHPO) regarding general Section 106 review for the Project; arrange, facilitate, and participate in up to six (6) teleconference meetings with the City, USACE, Tribes, and SHPO regarding development of a Memorandum of Agreement (MOA) that stipulates how, for Section 106 purposes, adverse effects on P-41-000152 will be resolved; and arrange, facilitate, and participate in up to six (6) teleconference meetings with the City, USACE, Tribes, and SHPO regarding development of the Historic Properties Treatment Plan (HPTP) that provides details on what specific actions will

be undertaken to resolve the Project's adverse effects on P-41-000152. ESA will provide up to two (2) draft versions of the MOA and one (1) Final MOA to the City, USACE, Tribes, and SHPO; and provide up to two (2) draft versions of the HPTP and one (1) Final HPTP to the City, USACE, Tribes, and SHPO. ESA will also assist the City in developing Section 106-related correspondence (emails, letters, etc.), as needed, for consultation with the USACE, Tribes, and SHPO, for up to 12 hours. Because development of MOAs and HPTPs is heavily dependent on the perspectives of the USACE, Tribes, and SHPO, the scope of this subtask is limited to the time budgeted herein—if required, ESA can provide additional Section 106 consultation support under an additional budget.

Based on the presence of archaeological site P-41-000152, its National Register- and California Register-eligibility, and potential for adverse effects from the Project (as described above), ESA cultural resources staff will assist the permitting team for the Project and the Creek Restoration team in up to 16 hours of coordination with the USACE, SHPO, and Tribes, to provide transparency and consistency between the two projects.

### *Conceptual Compensatory Mitigation Proposal for Permanent Impacts*

Based on our understanding of the selected project description, early design plans, and technical study results, the project is expected to impact jurisdictional aquatic resources, resulting in a requirement for compensatory mitigation to offset the loss. Therefore, a conceptual proposal for Compensatory Mitigation is expected to be a requirement of a complete permit applications for the USACE and RWQCB. Our team will coordinate with the City and the project team to research and develop a Conceptual Compensatory Mitigation Proposal for Permanent Impacts, suitable for inclusion in project permit applications, for a total of up to 30 hours of effort. The Proposal will describe at a conceptual level one or more types of mitigation to offset permanent impacts to aquatic resources, such as: the purchase of mitigation bank or in lieu fee credits (if available), or City-led on-site mitigation efforts such as re-establishment, enhancement, or creation of aquatic habitats. The conceptual proposal will be sufficient for the regulatory agencies reviewing permit applications to evaluate the proposal and provide feedback or make specific requests If approved in concept, a detailed Compensatory Mitigation Plan could be developed for agency review and approval under a separate scope and budget (typically, detailed Compensatory Mitigation Plans are a requirement for submittal to permitting agencies either prior to permit issuance or prior to the start of construction).

## Task 11 Deliverables

- Draft, Revised Draft, and Final Draft MOA (finalized by USACE and SHPO) (electronic only)
- Draft, Revised Draft, and Final Draft HPTP (finalized by USACE and SHPO) (electronic only)
- Draft and Final Conceptual Compensatory Mitigation Proposal statement (electronic only)

## Task 11 Assumptions

- The Aquatic Resources Delineation Report and other technical reports prepared by the Belmont Creek Restoration Project's consultant team that are necessary to support permitting, as identified above, will meet regulatory agency requirements and standards, and be sufficient for use in calculating regulated resource impacts and in preparing permit applications.
- The project will be eligible for coverage under a USACE Nationwide Permit (NWP).
- The project does not have any federal funding sources, and the only NEPA requirement would be triggered by the USACE permit action. Assuming the project is eligible for NWP coverage, no new NEPA document is required by USACE; if the USACE requests NEPA documentation, such as for an Individual Permit, support can be provided under separate scope and budget.
- The proposed project can be determined the 'least environmentally damaging practicable alternative' (LEDPA), with justification that can be provided by the project's engineers and/or the City.

- The schedule may only be feasible if the project can be covered under an NWP, the design process can be accelerated, and there are no major regulatory changes or court decisions implemented during project permitting.
- No support for 'local' permits (such as local creek or tree permits) is included, although the information developed for CEQA and Task 11 permits is expected to be suitable/sufficient for use in local permit applications; additional support for local permits can be provided under separate scope and budget if desired.
- No State Lands Commission lease or lease amendment is required.
- No USACE Section 408 permission is required.
- No BCDC permit is required.
- No CDFW Incidental Take Permit (ITP) is required; all potential impacts to state-listed species will be avoidable through proper mitigation measures as developed during the early design and CEQA process.
- No consultation with NMFS is required by USACE.
- With the assumption the project will conduct a RWQCB-required Pre-Filing Meeting and multiple meetings with the USACE (below), it is assumed that project presentation at a separate USACE-hosted Interagency Pre-Application meeting will not be required nor specifically advantageous to the project, and so is not included in this scope and budget.
- The following assumptions apply to Cultural Resources Support for Section 106:
    - Native American archaeological site P-41-000152 is the only historic property, pursuant to Section 106, in the APE, and will be adversely affected by the Project.
    - MOA will stipulate that resolution of adverse effects on P-41-000152 will be accomplished through archaeological data recovery and, potentially an interpretive program.
    - Up to two (2) site visits by ESA staff with the City, USACE, and Tribal representatives as part of Section 106 compliance efforts.
    - Up to four (4) teleconference meetings with the City, USACE, Tribes, and SHPO regarding general Section 106 review for the Project.
    - Up to six (6) teleconference meetings with the City, USACE, Tribes, and SHPO regarding development of the MOA.
    - Up to six (6) teleconference meetings with the City, USACE, Tribes, and SHPO regarding development of the HPTP.
    - Up to two (2) rounds of consolidated comment-response on draft MOA and draft HPTP from City, USACE, Tribes, and SHPO.
    - Cultural Resources Support for Section 106 Consultation subtask is limited by time budgeted herein.

| Additional Tasks | Current Contract | Additional Cost |
|---|---|---|
| **Task 5 Draft Focused EIR** | | |
| *-Notice of Preparation and Scoping (Draft and Final NOP, scoping meeting presentation, forms)*<br>*-Other EIR content not required for Initial Study (Cultural Resources, Tribal Cultural Resources, Alternatives, Summary, Other CEQA Considerations, expanded Air Quality, Hydrology, and Noise sections)*<br>*-Screencheck and Draft EIR*<br>*-Additional Management* | $ 116,319 | $ 35,364 |
| *Breakdown of Focused EIR:*<br>*Project Description*<br>*Notice of Preparation and Scoping*<br>*Administrative Draft EIR*<br>*Cultural Resources and Tribal Cultural Resources*<br>*Biological Resources*<br>*Air Quality and GHG*<br>*Hydrology and Water Quality*<br>*Other Sections/Initial Study*<br>*Screencheck and Draft EIR*<br>*Public Review and Response to Comments* | | *$5,768*<br>*$7,124*<br>*$9,200*<br>*$14,116*<br>*$14,560*<br>*$12,345*<br>*$11,109*<br>*$12,405*<br>*$34,448*<br>*$30,608* |
| **Task 6 CEQA Public Noticing & Participation** | | |
| *-Public Review and Response to Comments (participate in EIR hearing, review and organize comments, prepare responses to comments document)* | $ 26,328 | $ 27,473 |
| **Task 7 Final EIR** | | |
| *-Findings, Statement of Overriding Considerations, and Final EIR Hearing* | $ 16,793 | $ 0 |
| **Task 11 Environmental Regulatory Permit Applications** | | |
| *-Section 106, HPTP and MOA (Tribal Support)*<br>*-Technical Study (Mitigation Concept)* | $ 82,802 | $ 100,224 |
| | | |
| **Total Additional Cost** | | **$ 163,061** |
| | | |
| **Contingency**<br>*Section 106 consultation support (only if needed)* | | **$50,000** |

# STAFF REPORT

| | |
|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Afshin Oskoui, City Manager, 650-595-7408, city_manager@belmont.gov |
| **Agenda Title:** | 2023-2027 Strategic Plan Adoption |
| **Agenda Action:** | Motion |

**Recommendation**
Motion to approve the 2023-2027 Strategic Plan.

**Strategic Focus Area**
Fiscal and Organizational Sustainability

**Background**
On March 2, 2023, the City Council and staff participated in Belmont's Annual Strategic Planning Session. This working session is the third follow up on the City Council's March 11, 2020, community visioning and strategic planning workshop, facilitated by a consulting firm specializing in leadership and organizational performance. The discussions covered key themes across a wide range of topics including City's new governance structure; priorities for near and long-term; communication and collaboration; DEI; City finances; climate adaptation and resiliency; housing and economic development; and public safety.

The 2020 workshop provided an opportunity for the Councilmembers to establish Council norms, reflect on accomplishments from the past year, and update on the progress on the Council priorities and develop a new 5-year Strategic Plan. The City Council developed a five-year strategic plan with policy goals to reflect the most important priorities of the community. These goals help staff work to realize the Belmont Community Vision, and to reaffirm core community values important to the City's future. The current strategic plan includes the following five City Council focus areas with supportive goals as its roadmap for action over the next several years:



**Analysis**

At the March 2, 2023, the City Council held a Strategic Plan workshop retreat to review the midpoint accomplishments of the original five-year plan and progress made to date on the various focus areas, received the community's feedback, and reaffirmed and updated those priorities that will move the organization and community forward for FY 2023 through 2027.

With guidance from the City's facilitator Andy Pendoley, in this session the City Council reaffirmed its support for all of the strategic objectives and supporting initiatives and deliverables that were presented by staff with an emphasis on fiscal and organizational stability, and sustainability plan to address the General Fund's long-term revenue viability, address organizational development to focus on succession planning and attracting new talent, and quality of life and community engagement initiatives. Upon conclusion of the workshop city staff carried out a comprehensive review of the City's strategic plan to ensure that any relevant revisions are made to the plan.

The purpose of this plan is threefold:

1. Establish a common vision that will help align city policies, day-to-day operations, and resources with the community's most important values, needs and aspirations.
2. Build momentum for major goals by maintaining a focused effort over multiple years.
3. Identify agreed upon priorities, timelines and performance measures.

On May 23, 2023, staff presented the updated strategic focus areas, and revisions to the Mission Statement and Values to reflect Council feedback. Based on the feedback by Council and staff the proposed revisions were made to reflect objectives which have been completed since plan adoption in 2020, are no longer being pursued, and new or revised objectives reflecting the opportunities and challenges that are ahead for the organization. The Council also discussed additional strategies related to climate resilience, active mobility, economic activity, public safety, mental health, and addiction services. The updated plan reflects completed objectives, new pursuits, and adjustments based on Council and staff feedback.

The Details on those initiatives are captured in Belmont 2023 Strategic Plan Update document (Attachment A). Additionally, staff has continuously fine-tuned the associated deliverables based on the plan's objectives, capital projects, and core services which have been integrated into the city's annual budget and departmental work plans. The 2023-2027 Strategic Plan Dashboard (Attachment C) provides the city's formal performance management report of the initiatives in the Plan, as approved by the City adopted FY 23/24 budget. The report is set up as a Dashboard of Key Strategic Objectives & Supporting Initiatives identifying short-term (2-3 year) objectives and supporting initiatives for each of the strategic focus areas.

While the proposed 5-Year Strategic Plan is both ambitious and aspirational, it has also been reviewed by city staff to ensure it is realistically achievable assuming current staffing and resourcing levels.

However, with growing economic uncertainty driven by continued rising inflation, State take aways related to VLF funding, ongoing post pandemic impacts and other factors outside the city's control, the

city's progress on the various goals, objectives, projects, and services outlined in the strategic plan will be subject to the actual amount of funds available and appropriations authorized by the City Council each year in the annual budget. Despite these challenges, Belmont remains resilient, aiming to maintain itself as a thriving and sustainable community where people can live, work, and play safely.

**Alternatives**

1. Take no action
2. Defer to staff for more information

**Attachments**

A. 2023 Strategic Plan Update
B. 2023 Strategic Plan Update Summary
C. 2023-2027 Strategic Plan Dashboard

**Fiscal Impact**

☐ No Fiscal Impact

☒ Funding Source Confirmed: Priorities resulting from the Strategic Planning Session are incorporated as part of the annual budget development process.

| **Source:** | **Purpose:** | **Public Outreach:** |
|---|---|---|
| Staff | Council Vision/Priority | Posting of Agenda |






CITY OF BELMONT

# 2020 STRATEGIC PLAN

*2023 UPDATE*

CITY OF BELMONT

## To the Belmont Community

In the three years since Belmont's City Council and its Executive Leadership participated in a community visioning and strategic planning workshop, we have rolled up our sleeves and met significant milestones despite the health, economic, and weather-related challenges we have faced. We're far from done, but our unified leadership, talented workforce, and involved community has proven the vision of our strategic plans.

When we initially started our strategic planning on March 11, 2020, we could not anticipate that a global health crisis was forming a storm cloud and our continued vigilance over our financial stability was vital. We knew we would have to be intentional and thoughtful about how we continued to provide our quality services which the community is accustomed to, while allocating resources to align with our vision and goals to continue with the effective use of your tax dollars.

Our planning efforts to address Belmont's critical issues in 2020 generated five Strategic Focus Areas that allowed us to build on our continued momentum and success. Those focus areas gave us a roadmap for action over the last three years, as highlighted below, and continue to guide us as we look ahead to the next two years of our five-year plan.



**Infrastructure & Mobility**



**Economic Development & Housing**



**Fiscal & Organizational Sustainability**



**Public Safety**




**Quality of Life**

In three years, we have moved the needle of our housing element with the development of transit-oriented housing and the approval of more in the next few years. We have increased mobility on our roads by improving our Pavement Condition Index, pedestrian and bicycle safety, installing real-time signal technology to unclog our regular commutes, and built important partnerships with our neighboring cities on shared multi-modal corridor projects that affect neighbors in and outside our city boundaries. We have been focused on pursuing climate change adaptation and resilient infrastructure programs and services. We've prioritized our community's enjoyment of Belmont's outdoors and invested in the maintenance of our parks, open spaces, and community facilities. We've earned recognition for our award-winning budget and shown decisive caretaking of our assets and earned the citizenry's approval of tax ballot measures. We've designed roles and added staff to our team who are dedicated to community engagement and external communication, and we've continued to build community goodwill with our efforts toward public safety, neighborhood connections and outdoor activities open to all.

We have continued to provide regular updates to the Council and community on each focus area and initiatives through each fiscal year. We look ahead now to the continued advancement of the plans set in 2020, but with an eye toward the years that follow and the renewed goals we will set. Our City Council, our Executive Leadership, and every member of staff take great pride in their stewardship of Belmont, and it is my pleasure to witness these achievements come to life every day.

Belmont remains a thriving and sustainable community for all. As we lean into the future our goal is to keep Belmont as a hallmark of where life is lived: thriving and sustainable community for all; a place where people can safely live, work and play. We look forward to your continued support and participation.

Respectfully Yours,

Afshin Oskoui, P.E., PWLF
City Manager



## Definitions

| | |
|---|---|
| **MISSION** | Purpose or reason for being |
| **VISION** | Aspirations; picture of our desired future |
| **VALUES** | Fundamental beliefs or guiding principles that drive our behaviors |
| **STRATEGIC FOCUS AREAS** | Broad, most critical areas of focus for the continuing success and sustainability of the city |
| **GOALS** | Desired result or endpoint needed to support each Strategic Focus Area |
| **OBJECTIVES** | Specific and measurable actions to achieve the goal |






## MISSION

To enrich the quality of life with our community with the services provided for a safe, fulfilling and vibrant life

## VISION

We are celebrated for enhancing:

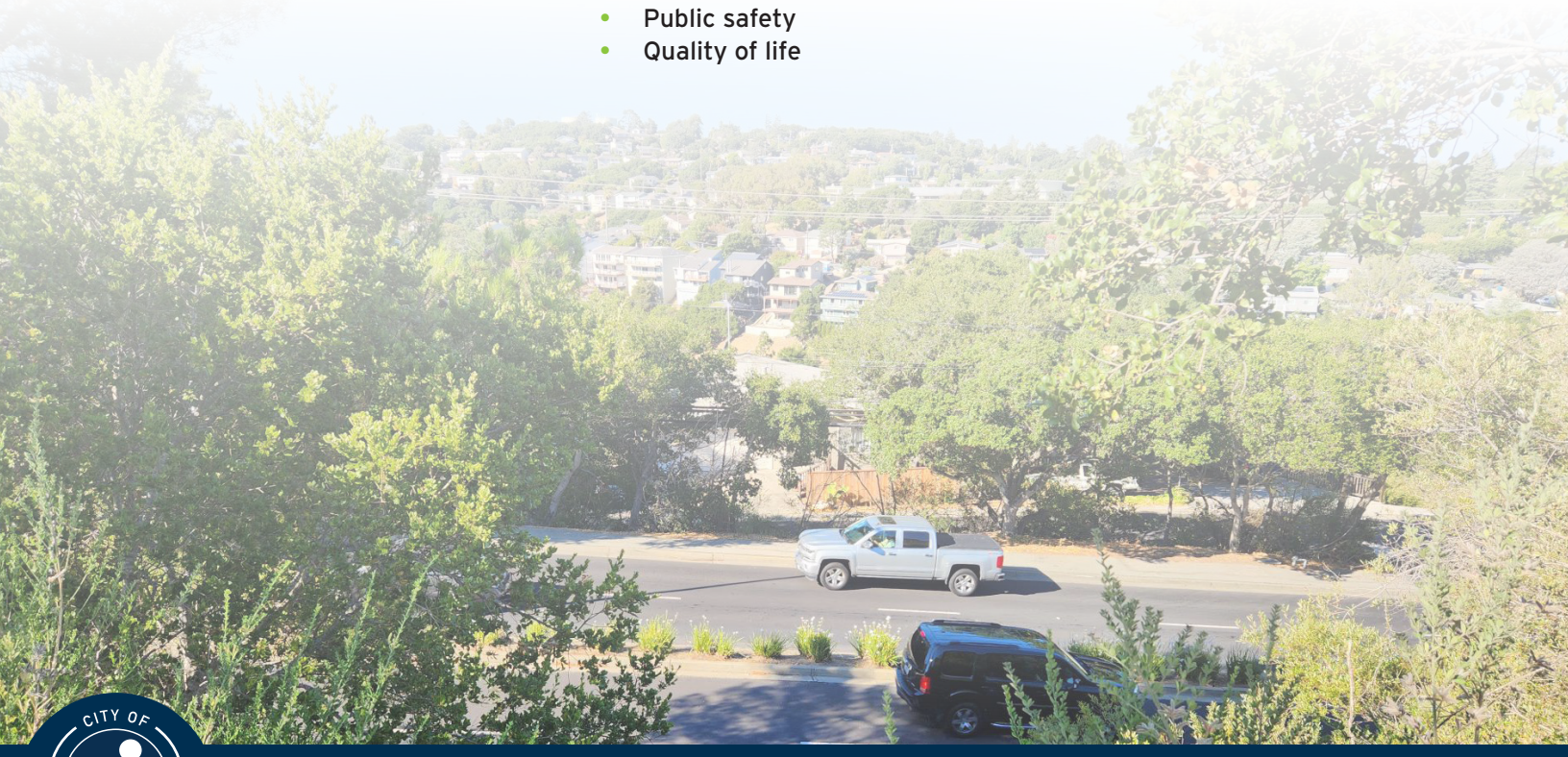
- Distinctive community character
- Easy mobility
- Natural beauty
- Thriving culture
- Thriving economy

## VALUES

- Our community – our top priority
- Our employees – our most important resource
- Honesty, integrity, respect, equity, and ethics
- Community engagement
- Open and transparent government
- Fiscal responsibility
- Quality services
- Continuous improvement
- Teamwork and partnerships

## STRATEGIC FOCUS AREAS

- Infrastructure & mobility
- Economic development & housing
- Fiscal & organizational sustainability
- Public safety
- Quality of life





## STRATEGIC FOCUS AREA

## INFRASTRUCTURE & MOBILITY

## GOALS

**A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand, and climate action goals**

## OBJECTIVES

### Enhance multi-modal transportation

1. Complete Ralston Corridor Plan Phase 3
2. Complete Design Ralston Corridor Plan Phase 4
3. Implement Alameda de las Pulgas Corridor Plan
4. Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans
5. Develop a Transportation Master Plan that addresses how significant new development, mobility, traffic congestion, and infrastructure can be managed for all modes of transportation
6. Develop a residential Traffic Calming Policy, update Speed Cushion Policy, and update the Sidewalk Installation Policy



### Advance pavement and street improvements

1. Continue maintaining and repairing the City's 140 lane miles of roads through the rolling 5-year community-wide street pavement maintenance program through the judicious use of funds while seeking additional funding opportunities
2. Update the 2024 Citywide Pavement Condition Assessment (PCI report) Start
3. Five-year Pavement Preservation Plan
4. Complete construction on the 2023 Pavement Reconstruction Project
5. Complete construction on the 2024 Slurry Seal Project
6. Complete construction on the 2025 Pavement Rehabilitation Project
7. Complete construction on the 2026 Pavement Rehabilitation Project

## OBJECTIVES

### Advance sewer and storm system improvements

1. Complete updates to Sewer and Stormwater Master Plans
2. North Road Pump Station & Force Main Rehabilitation Project, Reconstruct Hiller Pump Station
3. El Camino Capacity Improvement Project
4. Develop point of sale sewer lateral inspection ordinance and other related sewer system policy updates
5. Advance priority stormwater repair, climate resiliency priority projects, and repairs (Measure I)
6. Belmont Creek Restoration & Detention Basin Projects

### Advance improvements at parks, athletic fields, and buildings

1. Continue progress with the Belmont Community Center facility replacement project
2. Examine the City's long-term facilities and infrastructure condition and needs
3. Continue progress in addressing Fire Station #15 funding and replacement needs



### Advance climate action and adaptation goals

1. Complete evaluation of the progress with 2017 Climate Action Plan and prepare an update to the plan
2. Continue with urban forestry, fire, and hazard mitigation projects
3. Complete the City's Safety Element Update
4. Continue to address the City's fleet renewal plan to meet climate action goals



## STRATEGIC FOCUS AREA

## ECONOMIC DEVELOPMENT & HOUSING

## GOALS

**Local business and land use policies that promote economic development, vibrant mixed-use centers, and diversity of housing choices**

## OBJECTIVES

### Support local economic development strategies

1. Reevaluate the City's economic development plan which includes strategies and policies that increase the quality of life for residents
2. Collaborate with community partners, including Chamber San Mateo County, SAMCEDA, government and educational institutions, and business community leaders to support economic development
3. Revisit the scope and approach to commercial cannabis implementation

### Implement a balanced land use vision incorporating economic opportunities, housing goals, and programs



1. Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing
2. Review the General Plan and zoning and ensure alignment with our housing & economic development plans/vision and evaluate Economic Activity Hubs
3. Engage in long range/advanced planning projects to facilitate TOD related housing and economic development and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA)
4. Study and recommend changes related to Island Park Development and Regional Commercial Zoning Amendments
5. Prepare and implement the 2023-2031 Housing Element in compliance with new housing laws
6. Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H)



## STRATEGIC FOCUS AREA

## FISCAL & ORGANIZATIONAL SUSTAINABILITY

## GOALS

**Ensure financial stability, quality city services delivered through our employees, and investment in our organizational development**

## OBJECTIVES

### Ensure fiscal and revenue sustainability

1. Maximize and update existing sources of revenue and efficiencies, identify new revenue sources to maintain financial stability, conduct routine evaluation of city fees and update as needed
2. Prioritize implementation of economic opportunities initiatives such as new development related community benefits
3. Invest in systems and process to promote innovation, effectiveness, and financial stewardship
4. Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services
5. Use Measure I/SB1 and leverage outside funding opportunities to advance infrastructure projects
6. Study the benefits and opportunity to update the City's business license tax for voter consideration
7. Secure funding to address future annexation of the Harbor Industrial Area (HIA)



### Strengthen organizational development

1. Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development
2. Review and update as needed the City's personnel policies to ensure they reflect best practices in diversity and inclusion
3. Lead on DEI efforts within City government and in the community
4. Provide equipment, technology and resources to employees to ensure high level of service delivery to our community through IT Strategic Plan

## OBJECTIVES

5. Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement
6. Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community, and opportunity to improve those processes and procedures





## STRATEGIC FOCUS AREA

## PUBLIC SAFETY

## GOALS

**Forward-thinking public safety services aligned with community needs through civic engagement, partnerships, and public education**

## OBJECTIVES

### Ensure seamless public safety services – Police and Fire

1. Maintain strong community outreach and align public safety services that are reflective of community culture and priorities
2. Focus on improved Public Safety by delivering quality programs and services
3. Strengthen and align problem-oriented policing services to focus on youth, mental health, and unhoused with focus on compassionate care



### Strengthen emergency preparedness

1. Strengthen emergency response through continued coordination with the San Mateo Consolidated Fire Department
2. Fully implement community risk reduction software platforms and leverage technology to enhance communication through web-based software and communication devices
3. Collaborate with the San Mateo Consolidated Fire Department to reduce risk in areas susceptible to wildland fires and establish abatement standards and enforcement tools along with educational outreach



## STRATEGIC FOCUS AREA

## QUALITY OF LIFE

## GOALS

**Engage the community in maintaining and enhancing Belmont's character and quality of life**

## OBJECTIVES

### Improve Parks & Recreation facilities and programs

1. Refresh Belmont Community Center Master Plan
2. Complete Parks, Recreation, and Open Space Master Plan
3. Deliver accessible, inclusive services, programs, and facilities for all ages in our community

### Create diverse and unique community spaces

1. Promote an environment that encourages arts; consider art in public places and within new development
2. Explore funding and creative solutions for place-making within public spaces for all ages
3. Design and implement a city branding effort, inclusive of community signage/wayfinding and gateway features in line with GP/BVSP objectives
4. Develop public streetscape design standards to enhance place-making in Belmont Village Specific Plan



### Foster meaningful community dialogue

1. Continue progress with the City's comprehensive public information and engagement strategy
2. Provide timely, accurate information that is easy to access and understand, and facilitate public participation in open meetings
3. Provide opportunity for resident leadership and participation, such as through commissions and advisory/ad hoc groups
4. Maximize use of available tools to reach our community and foster goodwill on digital platforms through printed messaging and meeting our community where it is receiving its news
5. Conduct outreach and community education about city services, areas of cost, and financial resources

# VISION STATEMENT

### Distinctive community character

- Belmont prides itself on being unique.
- Its small-town ambiance sets it apart as a tranquil, inclusive, safe, and desirable place to live, work and play.
- We get involved in town matters because we care about living here.
- We connect with each other in all kinds of gathering places.
- We value and celebrate a strong commitment to diversity, inclusion, safety, equality and dignity for all individuals in Belmont.
- Our strong sense of community and enjoyment of the town's assets and activities deepen as we become better informed and connected.

### Easy mobility

- We put a priority on getting out of, into, and through town efficiently.
- Bicyclists, walkers, and other non-drivers get where they're going easily and safely.
- We require safe residential streets and smooth-flowing thoroughfares.

### Natural beauty

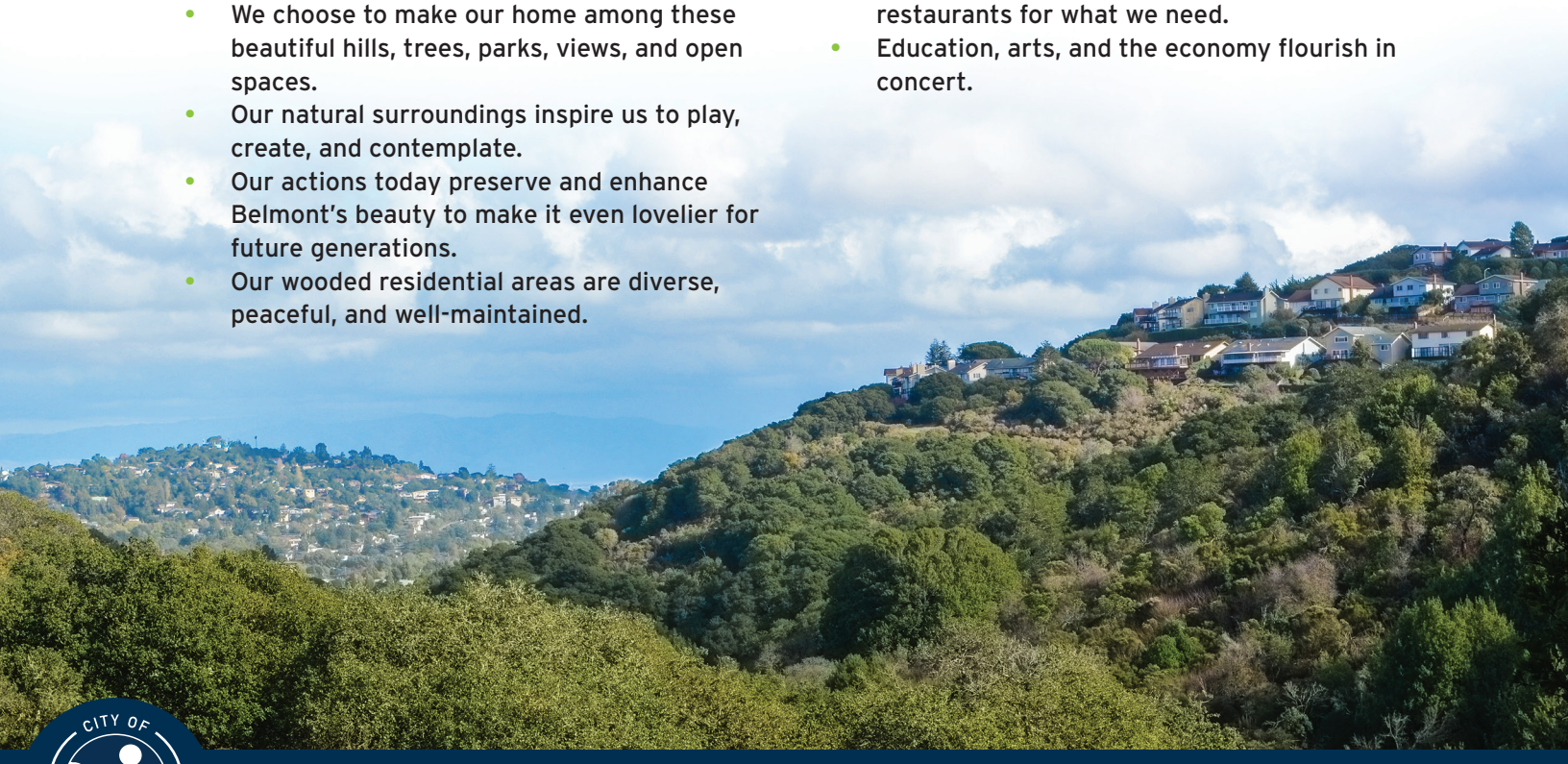
- We choose to make our home among these beautiful hills, trees, parks, views, and open spaces.
- Our natural surroundings inspire us to play, create, and contemplate.
- Our actions today preserve and enhance Belmont's beauty to make it even lovelier for future generations.
- Our wooded residential areas are diverse, peaceful, and well-maintained.

### Thriving culture

- Belmont is a wonderfully safe, culturally diverse and supportive place to raise a family.
- We facilitate lifelong learning in our academic, artistic, athletic, and social dimensions and we thrive on interconnection with the rest of the world.
- Our schools and library are the pride of the community.
- Our university is intrinsic to Belmont's social, artistic and economic life.
- Our playgrounds and athletic fields are of high quality and in high gear.
- The arts thrive in this creative, appreciative town – the arts hub of the Peninsula.
- Our history makes Belmont what it is, and we preserve that heritage for our children.

### Thriving economy

- A charming, vibrant town center is the heart of our civic and economic life.
- Our economy prospers with a mix of attractive, successful businesses that fit with our community character.
- We look first into our town shops and restaurants for what we need.
- Education, arts, and the economy flourish in concert.



## Plan Adoption (2020)

**Mayor and City Council**

Warren Lieberman, Mayor
Charles Stone, Vice Mayor
Davina Hurt, Councilmember
Julia Mates, Councilmember
Tom McCune, Councilmember

**Executive Leadership**

Afshin Oskoui, City Manager
Scott Rennie, City Attorney
Thomas Fil, Finance Director
Cora Dino, Human Resources Director
John Jones, Information Technology Director
Carlos de Melo, Community Development Director
Brigitte Shearer, Parks & Recreation Director
Peter Brown, Public Works Director
Tony Psaila, Police Chief
Ray Iverson, Fire Chief, San Mateo Consolidated Fire

**Staff**

Terri Cook, City Clerk
Jennifer Rose, Economic Development & Housing Manager
Nawel Voelker, Finance Department
Jozi Plut, City Clerk & Communications, CMO

**Facilitator**

Michele Tamayo, Tamayo Group, Inc.

**Graphic Design**
JPW Communications

## Plan Updates (2023)

**Mayor and City Council**

Julia Mates, Mayor
Davina Hurt, Vice Mayor
Tom McCune, Councilmember
Gina Latimerlo, Councilmember
Robin Pang-Maganaris, Councilmember

**Executive Leadership**

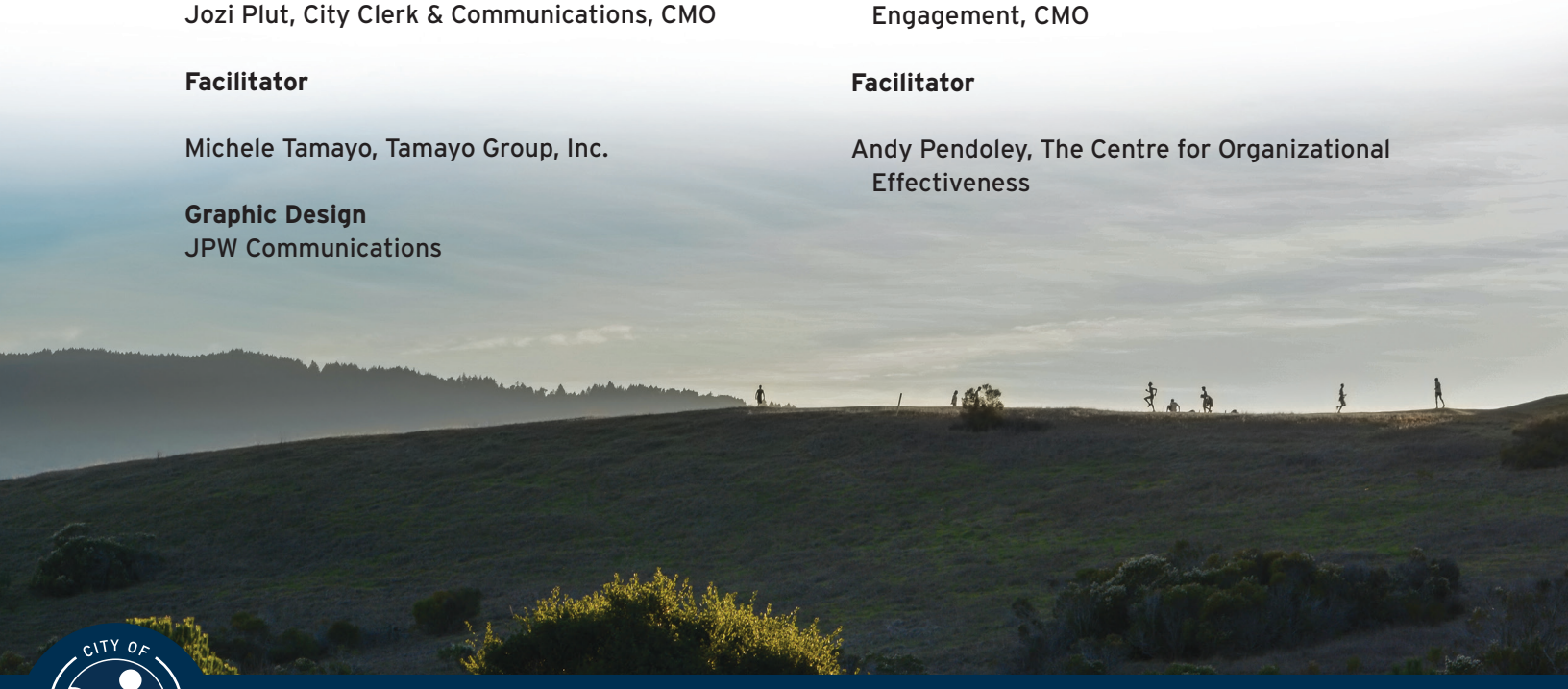
Afshin Oskoui, City Manager
Scott Rennie, City Attorney
Grace Castaneda, Finance Director
Carlos de Melo, Community Development Director
Brigitte Shearer, Parks & Recreation Director, DEI Officer
Peter Brown, Public Works Director
Kenneth Stenquist, Police Chief
Kent Thrasher, Fire Chief, San Mateo Consolidated Fire

**Staff**

Jozi Plut, City Clerk & Communications, CMO
Jennifer Rose, Economic Development & Housing Manager
Kellie Benz, Communications & Community Engagement, CMO

**Facilitator**

Andy Pendoley, The Centre for Organizational Effectiveness



## Contact Information

**Julia Mates**, Mayor
jmates@belmont.gov

**Davina Hurt**, Vice Mayor
dhurt@belmont.gov

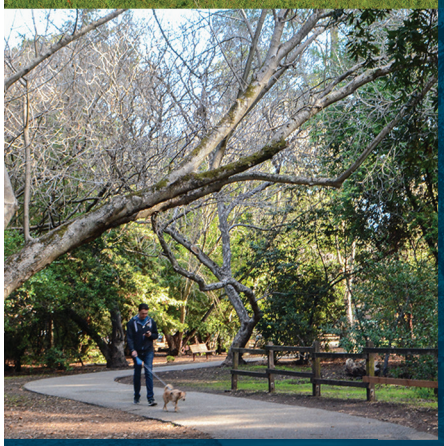
**Tom McCune**, Councilmember
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**Gina Latimerlo**, Councilmember
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**Robin Pang-Maganaris**, Councilmember
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**Afshin Oskoui**, City Manager
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CITY OF BELMONT

### City Hall

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communications@belmont.gov
belmont.gov

**Americans with Disabilities Act Statement**
In compliance with the Americans with Disabilities Act (ADA) of 1990, this document may be provided in other accessible formats.



CITY OF **BELMONT**

# 2020 STRATEGIC PLAN SUMMARY

*2023 UPDATE*





## MISSION

To enrich the quality of life with our community with the services provided for a safe, fulfilling, and vibrant life.

## VISION

We are celebrated for enhancing:

- Distinctive community character
- Easy mobility
- Natural beauty
- Thriving culture
- Thriving economy

## VALUES

- Our community – our top priority
- Our employees – our most important resource
- Honesty, integrity, respect, equity, and ethics
- Community engagement
- Open and transparent government
- Fiscal responsibility
- Quality services
- Continuous improvement
- Teamwork and partnerships

CITY OF BELMONT

# STRATEGIC FOCUS AREAS



## INFRASTRUCTURE & MOBILITY

**GOAL:** A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand, and climate action goals.

**OBJECTIVES:**

- Enhance multi-modal transportation
- Advance pavement and street improvements
- Advance sewer and stormwater system improvements
- Advance improvements at parks, athletic fields, and buildings
- Advance climate action and adaptation goals



## ECONOMIC DEVELOPMENT & HOUSING

**GOAL:** Local business and land use policies that promote economic development, vibrant mixed-use centers, and diversity of housing choices.

**OBJECTIVES:**

- Support local economic development strategies
- Implement a balanced land use vision incorporating economic opportunities, housing goals, and programs



## FISCAL & ORGANIZATIONAL STABILITY

**GOAL:** Ensure financial stability, quality city services delivered through our employees, and investment in our organizational development.

**OBJECTIVES:**

- Ensure fiscal and revenue sustainability
- Strengthen organizational development



## PUBLIC SAFETY

**GOAL:** Forward-thinking public safety services aligned with community needs through civic engagement, partnerships, and public education.

**OBJECTIVES:**

- Ensure seamless public safety services - Police and Fire
- Strengthen emergency preparedness




## QUALITY OF LIFE

**GOAL:** Engage the community in maintaining and enhancing Belmont's character and quality of life.

**OBJECTIVES:**

- Improve Parks & Recreation facilities and programs
- Create diverse and unique community spaces
- Foster meaningful community dialogue

# Citywide Strategic Plan (2020-2027)






Infrastructure & Mobility



Economic Development & Housing



Fiscal & Organizational Stability



Public Safety



Quality of Life

| | Initiative Projects Status Overview | | | |
|---|---|---|---|---|
| | Completed | On Target | Delayed | Future Project |
| ENHANCE MULTI-MODAL TRANSPORTATION | 17% | 67% | 17% | |
| ADVANCE PAVEMENT & STREET IMPROVEMENTS | | 86% | 14% | |
| ADVANCE SEWER & STORM SYSTEM IMPROVEMENTS | 33% | 50% | 17% | |
| ADVANCE IMPROVEMENTS AT PARKS, ATHLETIC FIELDS, AND BUILDINGS | | 100% | | |
| ADVANCE CLIMATE ACTION AND ADAPTATION GOALS | | 100% | | |
| SUPPORT LOCAL ECONOMIC DEVELOPMENT STRATEGIES | | 67% | 33% | |
| IMPLEMENT A BALANCED LAND USE VISION INCORPORATING ECONOMIC OPPORTUNITIES, HOUSING GOALS, AND PROGRAMS | | 100% | | |
| ENSURE FISCAL AND REVENUE SUSTAINABILITY | | 100% | | |
| STRENGTHEN ORGANIZATIONAL DEVELOPMENT | | 83% | 17% | |
| ENSURE SEAMLESS PUBLIC SAFETY SERVICES - POLICE AND FIRE | | 100% | | |
| STRENGTHEN EMERGENCY PREPAREDNESS | | 100% | | |
| IMPROVE PARKS & RECREATION FACILITIES AND PROGRAMS | | 67% | 33% | |
| CREATE DIVERSE AND UNIQUE COMMUNITY SPACES | 25% | 50% | 25% | |
| FOSTER MEANINGFUL COMMUNITY DIALOGUE | 20% | 80% | | |

Last Update 10/16/2023
Report Generated 10/18/2023

Q1 = Jul 1 - Sep 30
Q2 = Oct 1 - Dec 31
Q3 = Jan 1 - Mar 31
Q4 = Apr 1 - Jun 30

# Citywide Strategic Plan (2020-2027)

CITY OF BELMONT

| STRATEGIC FOCUS AREAS | GOALS | OBJECTIVES | Initiative Projects | Project Start | Project End | Status | Date Last Updated | Lead Department | Notes |
|---|---|---|---|---|---|---|---|---|---|
| Infrastructure & Mobility | A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand and climate action goals. | ENHANCE MULTI-MODAL TRANSPORTATION | Complete Ralston Corridor Plan Phase 3 | 7/1/2020 | 9/29/2023 | Completed | 9/19/2023 | Public Works | Ralston Phase 3 pedestrian improvements were completed in the 2022 and pavement/striping improvements in 2023. |
| | | | Complete Design Ralston Corridor Plan Phase 4 | 4/1/2024 | 12/31/2025 | Delayed | 10/16/2023 | Public Works | While completing design work, evaluating funding opportunities to complete construction of Phase 4. |
| | | | Implement Alameda de las Pulgas Corridor Plan | 7/1/2020 | 10/31/2026 | On Target | 9/20/2023 | Public Works | ADLP from Ralston to Cranfield Avenue is at the 60% design phase, and construction is less than 50% funded. Grant funds being sought for phase II of construction and phase I planned for construction summer 2025 |
| | | | Continue to identify and address trends to inform traffic management approach and solutions through PTSC process (3Es) and Mobility/Capital Plans. | 7/1/2020 | 6/30/2027 | On Target | 5/15/2023 | Public Works | This initiative involves a coordinated effort between Public Works and PD to address community related requests, mobility and safety related operational improvements, enforcement, and educational efforts. Staff will provide annual mobility updates to the City Council. |
| | | | Develop a Transportation Master Plan that addresses how significant new development, mobility, traffic congestion, and infrastructure can be managed for all modes of transportation. | 7/1/2023 | 6/30/2025 | On Target | 10/2/2023 | Public Works | Masterplan RFP released and qualified respondents have been evaluated. Initial grant application was not funded by Caltrans and further state and regional grants are being sought in fall of 2023. Masterplan to start in 2024 and be completed in 2025. |
| | | | Develop a residential Traffic Calming Policy, update Speed Cushion Policy, and update the Sidewalk Installation Policy | 7/1/2023 | 2/28/2024 | On Target | 10/2/2023 | Public Works | Includes developing a draft policy and presenting to BPAC, and the PTSC. Sidewalk Policy was presented to BPAC in summer of 2023, and has been revised based on input. Speed Cushion Policy to be reviewed by PTSC fall of 2023. |
| | | ADVANCE PAVEMENT & STREET IMPROVEMENTS | Continue maintaining and repairing the City's 140 lane miles of roads through the rolling 5-year community-wide street pavement maintenance program through the judicious use of funds while seeking additional funding opportunities. | 7/1/2020 | 6/30/2028 | On Target | 9/20/2023 | Public Works | The 2023 Reconstruction and 2024 Slurry projects will be constructed in 2024. The 2025 and 2026 list of streets to be rehabbed are in the design phase. New 5-year pavement plan is underway, based on latest PCI report. The next biannual PCI update will occur in 2024. |
| | | | Update the 2024 Citywide Pavement Condition Assessment (PCI report) | 2/1/2024 | 11/30/2024 | On Target | 10/10/2023 | Public Works | The PCI report update will be completed in 2024. |
| | | | Five-year Pavement Preservation Plan | 7/1/2023 | 12/31/2023 | On Target | 10/10/2023 | Public Works | Pavement Engineering Incorporated (PEI) are assisting to update the Five-Year Plan, and are 75% complete. A comprehensive list of streets to be improved between 2024-2028 will be included. Once completed, it will be presented to the City Council. |
| | | | Complete construction on the 2023 Pavement Reconstuction Project | 7/1/2022 | 8/31/2024 | Delayed | 10/2/2023 | Public Works | The City received one bid, well over the Engineer's estimate for the project. The project scope has been slightly modified and it will go back out to bid in the fall of 2023, for construction in the summer of 2024. |
| | | | Complete construction of the 2024 Slurry Seal Project | 7/1/2023 | 8/31/2024 | On Target | 10/2/2023 | Public Works | |
| | | | Complete construction of the 2025 Pavement Rehabilitation Project | 7/1/2023 | 9/1/2025 | On Target | 10/2/2023 | Public Works | |
| | | | Complete construction of the 2026 Pavement Rehabilitation Project | 7/1/2024 | 9/1/2026 | On Target | 10/2/2023 | Public Works | |
| | | ADVANCE SEWER & STORM SYSTEM IMPROVEMENTS | Complete updates to Sewer and Stormwater Master Plans | 6/30/2021 | 7/1/2024 | Delayed | 9/20/2023 | Public Works | Both Storm and Sewer Master Plan are in draft form and 75% complete. Public outreach scheduled for this fall and winter. Sewer MP to be finalized in spring and Storm by summer 2024. Storm MP involves a financial feasibility, and outreach components. |
| | | | North Road Pump Station & Force Main Rehabilitation Project, Reconstruct Hiller Pump Station | 7/1/2020 | 12/30/2023 | Completed | 5/15/2023 | Public Works | North Rd PS and Force Main completed in March 2021. Hiller PS upgrades partially funded by development activities and completed in 2023. |
| | | | El Camino Capacity Improvement Project | 10/1/2020 | 3/31/2021 | Completed | 5/15/2023 | Public Works | Project includes design and construction. |
| | | | Develop point of sale sewer lateral inspection ordinance and other related sewer system policy updates | 7/1/2023 | 7/1/2024 | On Target | 9/20/2023 | Public Works | Draft point of sale ordinance completed, being routed for review fall of 2023. |
| | | | Advance priority stormwater repair and climate resiliency priority projects and repairs (Partially Measure I funded). | 7/1/2024 | 12/31/2026 | On Target | 5/15/2023 | Public Works | |
| | | | Belmont Creek Restoration & Detention Basin Projects | 1/1/2020 | 6/1/2026 | On Target | 9/20/2023 | Public Works | MOU with San Carlos, County Public Works; total of three grants now secured Creek Restoration ($1m), Detention Basin Design ($914k), Detention Basin CON ($6m). Both projects are at 60% design and 50% CEQA. Creek Restoration on path for MND and Detention Basin for EIR. |

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# Citywide Strategic Plan (2020-2027)

CITY OF BELMONT

| STRATEGIC FOCUS AREAS | GOALS | OBJECTIVES | Initiative Projects | Project Start | Project End | Status | Date Last Updated | Lead Department | Notes |
|---|---|---|---|---|---|---|---|---|---|
| Infrastructure & Mobility | A transportation, facilities, and infrastructure system that maintains and improves our community to meet current and future demand and climate action goals. | ADVANCE IMPROVEMENTS AT PARKS, ATHLETIC FIELDS, AND BUILDINGS | Continue progress with the Belmont Community Center facility replacement project | 7/1/2020 | 11/1/2026 | On Target | 5/15/2023 | Parks & Recreation | BCC storm damage and age related assessment underway. Continuing with community engagement, funding strategies, and plan update. |
| | | | Examine the City's long-term facilities and infrastructure condition and needs | 3/1/2023 | 7/1/2025 | On Target | 5/15/2023 | Parks & Recreation | Estimating 2024 to begin the broader facilities assessments. |
| | | | Continue progress in addressing Fire Station #15 funding and replacement needs. | 7/1/2022 | 6/30/2027 | On Target | 5/15/2023 | Com Dev/Fire/Finance | Capital funding is being put aside and site selection is dependent on a proposed development project or potentially evaluating the existing site for reconstruction. |
| | | ADVANCE CLIMATE ACTION AND ADAPTATION GOALS | Complete evaluation of the progress with 2017 Climate Action Plan and prepare an update to the plan | 1/1/2024 | 1/1/2025 | On Target | 5/15/2023 | ComDev | Includes GHG Assessment, Regional Partners (RICAPS) technical assistance, and advancement of EV charging at City Hall and Corp Yard Plans. |
| | | | Continue with urban forestry, fire, and hazard mitigation projects | 7/1/2022 | 6/30/2025 | On Target | 9/1/2023 | Parks & Recreation | Includes completing environmental review and securing contractors for fuel reduction work. |
| | | | Complete the City's Safety Element Update | 8/1/2023 | 6/30/2025 | On Target | 10/10/2023 | ComDev | The General Plan was comprehensively updated by unanimous vote of the City Council in 2017. The Safety Element of the General Plan is being refreshed to address City's strong sustainability focus and provide local policies to address public safety, hazard assessments, and climate resiliency objectives. |
| | | | Continue to address the City's fleet renewal plan to meet climate action goals | 7/1/2020 | 6/30/2027 | On Target | 9/1/2023 | Public Works | Continue with evaluation of alternatives to City's fleet needs and Conversion as part of routine equipment replacement program. |
| Economic Development & Housing | Local business and land use policies that promote economic development, vibrant mixed-use centers, and diversity of housing choices. | SUPPORT LOCAL ECONOMIC DEVELOPMENT STRATEGIES | Reevaluate the City's economic development plan which includes strategies and policies that increase the quality of life for residents | 2/1/2024 | 1/1/2025 | Delayed | 5/12/2023 | City Manager | |
| | | | Collaborate with community partners, including Chamber San Mateo County, SAMCEDA, government and educational institutions, and business community leaders to support economic development | 8/1/2023 | 6/30/2027 | On Target | 5/12/2023 | ComDev/City Manager | Support ongoing partnerships and engagement with our various partners. |
| | | | Revisit the scope and approach to commercial cannabis implementation | 7/1/2023 | 7/1/2024 | On Target | 5/12/2023 | ComDev/City Manager | Includes exploring General Plan Goals/Policies Amendments in Land Use Element, Zoning Text Amendments to establish Cannabis Use Development Standards, Overlay Zone Process, and evaluation/framework for proposals. |
| | | IMPLEMENT A BALANCED LAND USE VISION INCORPORATING ECONOMIC OPPORTUNITIES, HOUSING GOALS, AND PROGRAMS | Ensure land use policies and practices support a diversity of housing choices, leverage existing affordable housing assets, and increase options for affordable housing | 1/1/2024 | 1/1/2025 | On Target | 5/12/2023 | ComDev | Project start/completion connected to and pending adoption of 2023-2031 Housing Element (HE) by HCD. Includes Zoning Text Amendments to implement HE actions. |
| | | | Review the General Plan and zoning and ensure alignment with our housing & economic development plans/vision and evaluate Economic Activity Hubs | 3/1/2023 | 1/1/2025 | On Target | 5/12/2023 | ComDev | Connected to HE Implementation and HIA Specific Plan formulation/adoption. |
| | | | Engage in long range/advanced planning projects to facilitate TOD related housing, economic development, and establish a specific Plan Area for the Unincorporated Harbor Industrial Association (HIA) | 10/1/2022 | 2/1/2025 | On Target | 5/12/2023 | ComDev | HIA Specific Plan project commenced Feb 2023; first wave of community outreach/research completed Sept 2023. Land Use Alternatives under preparation; Preferred Plan to be completed Q1 2024; EIR to be prepared Summer 2024. Project Hearings/Adoption slated for Q4/2024 & Q1/2025. |
| | | | Study and recommend changes related to Island Park Development and Regional Commercial Zoning Amendments | 1/1/2023 | 1/1/2024 | On Target | 5/12/2023 | ComDev | CC conferred Project scope in June 2023. Draft framework of ZTA prepared. Public Hearings/Adoption slated for Q1/2024. |
| | | | Prepare and implement the 2023-2031 Housing Element in compliance with new housing laws. | 1/1/2021 | 3/31/2024 | On Target | 5/12/2023 | ComDev/City Manager | Draft Amendments to the Adopted Housing Element for 2023-2031 will be submitted to the State Housing and Community Development Department for certification in October 2023. |
| | | | Coordinate multi-department/stakeholder team to address timely major development applications (e.g. CD, PW, CA, ED&H) | 6/1/2023 | 6/1/2025 | On Target | 5/12/2023 | ComDev/Public Works/City Manager | Continual enhancements underway to improve Development Review process. |

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# Citywide Strategic Plan (2020-2027)

CITY OF BELMONT

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|---|---|---|---|---|---|---|---|---|---|
| Fiscal & Organizational Stability | Ensure financial stability, quality city services delivered through our employees, and investment in our organizational development. | ENSURE FISCAL AND REVENUE SUSTAINABILITY | Maximize and update existing sources of revenue and efficiencies, identify new revenue sources to maintain financial stability, conduct routine evaluation of city fees, and update as needed | 7/1/2023 | 6/30/2027 | On Target | 5/15/2023 | Finance | Continue to evaluate modernizing BLT, continue to advance efforts on developing a Community Facilities District to support Citywide services to ensure developers pay their fair share. |
| | | | Prioritize implementation of economic opportunities initiatives such as new development related community benefits | 2/1/2022 | 1/1/2025 | On Target | 5/12/2023 | ComDev/Finance | Working on goals and guiding principals strategies as part of the new development. |
| | | | Invest in systems and process to promote innovation, effectiveness, and financial stewardship | 7/1/2024 | 6/30/2027 | On Target | 5/15/2023 | Admin Services/Finance | Research to be incorporated under overall IT Strategic Plan update to evaluate organization-wide systems needs. |
| | | | Secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs along with a plan to support critical public services | 7/1/2023 | 6/30/2027 | On Target | 5/15/2023 | All departments as needed | Efforts are underway in the Sewer Master Plan to ensure sufficient funding for sewer and stormwater improvements. |
| | | | Use Measure I/SB1 and leverage outside funding opportunities to advance infrastructure projects | 7/1/2023 | 6/30/2027 | On Target | 5/15/2023 | Finance/Public Works | Enhanced funding included in the adopted budget for streets and storm water infrastructure improvements. |
| | | | Study the benefits and opportunity to update the City's business license tax for voter consideration | 7/1/2023 | 7/1/2024 | On Target | 10/1/2023 | Finance/City Manager | Initiate Council discussion in the Fall 2023. |
| | | | Secure funding to address future annexation of the Harbor Industrial Area (HIA) | 7/1/2023 | 6/30/2025 | On Target | 5/15/2023 | Finance/ComDev | Continue discussions and collaborate with the County to explore future annexation of the HIA. Identify infrastructure needs and evaluate potential financing mechanisms. |
| | | STRENGTHEN ORGANIZATIONAL DEVELOPMENT | Develop recommendations and implementation work plan to address talent management, succession planning, workforce planning, and employee/career development | 9/1/2023 | 4/30/2024 | On Target | 5/15/2023 | HR | |
| | | | Review and update as needed the City's personnel policies to ensure they reflect best practices in diversity and inclusion | 9/20/2023 | 7/1/2025 | On Target | 9/20/2023 | HR | The DEI committee has started a review of personnel policies and is recommending changes that support a vibrant and diverse workforce. Recommendations will be reviewed for legal compliance prior to adoption in 2024. The City's Personnel Rules and Regulations will be reviewed in 2024. |
| | | | Lead on DEI efforts within City government and in the community | 7/1/2021 | Ongoing | On Target | 9/20/2023 | HR/Parks & Recreation | DEI Officer appointed, Working Committee internal initiatives implemented, Department specific programs and community engaged through cultural events and DEI discussions. DEI Working Committee 2.0, continued program development and community outreach are target goals for 2024. |
| | | | Provide equipment, technology, and resources to employees to ensure high level of service delivery to our community through IT Strategic Plan | 7/1/2021 | 6/30/2026 | Delayed | 9/20/2023 | IT | The ITSP was presented to CC in Apr'22. Some initiatives have been completed or are currently being worked on, but there was delay due to IT staffing vacancies in 2022-23. The IT reorg and hiring should be in place in Fall of 2023, with a rebooted focus on the 5-year ITSP. |
| | | | Create a culture that assures employees are valued, that leadership promotes innovation, creative problem solving, outstanding customer service, and encourages employee engagement | 6/1/2023 | 7/1/2025 | On Target | 9/20/2023 | HR | Programs and events are being offered that focus on training, team building, communication, and employee recognition. Human Resources will continue to support a culture of excellence, belonging and commitment to public service. |
| | | | Develop and capture institutional knowledge documenting processes and procedures in anticipation of retirements and turnover to ensure continuity of services to the community, and opportunity to improve those processes and procedures | 6/1/2023 | 7/1/2025 | On Target | 9/20/2023 | HR | Retired employees are assisting with new employee training and developing system to retain institutional knowledge. Departments are utilizing cross training and restricting as a tool for succession planning. |
| Public Safety | Forward-thinking public safety services aligned with community needs through civic engagement, partnerships, and public education. | ENSURE SEAMLESS PUBLIC SAFETY SERVICES - POLICE AND FIRE | Maintain strong community outreach and align public safety services that are reflective of community culture and priorities | 7/1/2023 | 6/30/2027 | On Target | 5/15/2023 | PD | Implemented C.A.R.E program related to mental health response calls for service. Developed a Community Academy. Staff City Council's Pubic Safety Committee for provide a direct community engagement opportunity. Initiated and continue to provide an annual mental health symposium. |
| | | | Focus on improved Public Safety by delivering quality programs and services | 7/1/2023 | 6/30/2027 | On Target | 7/1/2023 | PD/SMC Fire | Coordinate with SMC Fire on disaster-related exercises to evaluate the City's response capabilities to a disaster including emergency preparedness. |
| | | | Strengthen and align problem-oriented policing services to focus on youth, mental health, and unhoused with focus on compassionate care | 7/1/2020 | 6/30/2027 | On Target | 5/15/2023 | PD | Implemented C.A.R.E program related to mental health response calls for service. Developed a Community Academy. Staff City Council's Pubic Safety Committee for provide a direct community engagement opportunity. Initiated and continue to provide an annual mental health symposium. |
| | | STRENGTHEN EMERGENCY PREPAREDNESS | Strengthen emergency response through continued coordination with the San Mateo Consolidated Fire Department | 7/1/2020 | 7/1/2027 | On Target | 5/15/2023 | PD/SMC Fire | Deployment of Zonehaven completed, Departments remain active, and forward thinking on emergency messaging tools that would benefit the community. |
| | | | Fully implement community risk reduction software platforms. Leverage technology to enhance communication through web based software and communication devices | 7/1/2020 | 7/1/2027 | On Target | 5/15/2023 | PD/SMC Fire | Implemented Zonehaven, rolled out the new SMC Alert platforms, and continue with the community education and outreach. PD communication infrastructure aligned with DOJ set for 2024 compliance, with upgrades to radios and internal PD communication tools near completion. |
| | | | Collaborate with the San Mateo Consolidated Fire Department to reduce risk in areas susceptible to wildland fires, establish abatement standards, and implement enforcement tools along with educational outreach | 7/1/2020 | 7/1/2027 | On Target | 5/15/2023 | PD/SMC Fire | Wildland Mitigation Plan underway. Pilot wood chipping completed and additional neighborhood sites are being evaluated for future program offerings. |

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# Citywide Strategic Plan (2020-2027)

CITY OF BELMONT

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|---|---|---|---|---|---|---|---|---|---|
| Quality of Life | Engage the community in maintaining and enhancing Belmont's character and quality of life. | IMPROVE PARKS & RECREATION FACILITIES AND PROGRAMS | Refresh Belmont Community Center Master Plan | 1/1/2024 | 6/30/2026 | On Target | 5/15/2023 | Parks & Recreation | Continue with community outreach regarding the facility condition, age, and needs. |
| | | | Complete Parks, Recreation, and Open Space Master Plan | 1/1/2021 | 6/30/2024 | Delayed | 5/15/2023 | Parks & Recreation | Draft PROS plan, including Open Space Management Plan, available for review, and currently conducting environmental review. |
| | | | Deliver accessible, inclusive, services, programs, and facilities for all ages in our community | 5/1/2020 | 5/1/2027 | On Target | 5/15/2023 | Parks & Recreation | Designated as Age Friendly City by WHO in 2022. Providing community centric services and programs. Perpetually evolving to meeting community's needs. |
| | | CREATE DIVERSE AND UNIQUE COMMUNITY SPACES | Promote an environment that encourages arts; consider art in public places and within new development | 7/1/2021 | 6/30/2027 | On Target | 5/15/2023 | Parks & Recreation/CD | Completed the City's Art Masterplan, in lieu art fee program, new development art requirement, completed an art project as part of Firehouse Affordable Housing project, and Artisan Crossing. Other opportunities will be explored as part of new development and in-lieu fees. |
| | | | Explore funding and creative solutions for place-making within public spaces for all ages | 7/1/2021 | 6/30/2027 | On Target | 5/15/2023 | Parks & Recreation | Developed Art Masterplan, in lieu art fee program, new development art requirement, completed an art project as part of Firehouse Affordable Housing project, and Artisan Crossing. Other opportunities will be explored as funding is secured. |
| | | | Design and implement a city branding effort, inclusive of community signage/wayfinding, and gateway features in line with GP/BVSP objectives | 7/1/2023 | 3/1/2024 | Delayed | 5/12/2023 | ComDev | Signage/Wayfinding completion: review of new Belmont logo/colors, focus on signage design text and historic imagery on backside of signs, refinement of signage locations, and public review at PC/PR for recommendation and adoption by CC (targeted for adoption Q1 2024). |
| | | | Develop public streetscape design standards to enhance place-making in Belmont Village Specific Plan | 7/1/2020 | 7/1/2023 | Completed | 5/15/2023 | ComDev | BVSP Streetscape Design Standards adopted Nov 2022; under implementation. |
| | | FOSTER MEANINGFUL COMMUNITY DIALOGUE | Continue progress with the City's comprehensive public information and engagement strategy | 7/1/2020 | 7/1/2022 | Completed | 5/15/2023 | CMO/OCS | Numerous workshops held with senior staff and City Council - Communication Work Plan is scheduled for City Council consideration on Jan 26th, 2021 to support the implementation of communication priorities. 2023 new logo launched. |
| | | | Provide timely, accurate information that is easy to access and understand, and facilitate public participation in open meetings | 5/1/2022 | 7/1/2024 | On Target | 5/15/2023 | CMO/OCS | New Comms Team identified and meeting monthly; roll-out of new logo complete (2023) and revisions of documents ongoing; webpages cleaned up as discovered; next steps: department staff busting out of silos and sharing all City messaging when interacting with our community. |
| | | | Provide opportunity for resident leadership and participation, such as through commissions and advisory/ad hoc groups | 7/1/2020 | 6/30/2027 | On Target | 5/31/2023 | CMO/OCS | Completed multiple Police Community Academies, and using Commission and Youth Advisory as community leadership opportunities. |
| | | | Maximize use of available tools to reach our community and foster goodwill on digital platforms, through printed messaging and meeting our community where it is receiving its news | 5/1/2022 | 6/30/2027 | On Target | 5/31/2023 | CMO/OCS | Revamped City communication tools by use of social media to tell our story, we also use our Hwy 101 Digital billboard, our City Hall Lobby slideshow screen, Channel 27 slideshow, our parks and recreation billboards, mailed flyers, etc. |
| | | | Conduct outreach and community education about city services, areas of cost, and financial resources | 7/1/2020 | 7/1/2027 | On Target | 5/15/2023 | CMO/OCS | |

# STAFF REPORT

| | |
|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Carlos de Melo, Community Development Director, cdemelo@belmont.gov; Grace Castaneda, Finance Director, gcastaneda@belmont.gov |
| **Agenda Title:** | Annexation of 604-610 Harbor Boulevard |
| **Agenda Action:** | Resolution |

## Recommendation

Adopt a resolution authorizing a property tax exchange before annexation regarding property located at 604 through 610 Harbor Boulevard (APN's 046-032-030, 046-032-040, 046-032-080, and 046-032-090), easterly portion of Old County Road right-of-way, and northerly half of Harbor Boulevard right-of-way to the center line and approving a settlement agreement for the project.

## Strategic Focus Area

Economic Development and Housing

## Background

The project proposed by Windy Hill Property Ventures consists of the construction of an approximately 111,654 square foot, 5-story residential apartment building with 103 dwelling units and 69 parking spaces in a first-floor parking garage; 15% of the units would be made affordable to low-income households (16 units). The project includes annexation of four pre-zoned, unincorporated properties, and portions of the public right of way into the City of Belmont.

The project applied to San Mateo LAFCo for annexation to the City in January 2021 but later withdraw the application. On June 22, 2023, the applicant re-submitted a request to initiate annexation of the subject property into the City. The 0.71-acre property is located within the City's sphere of influence on the north side of Harbor Boulevard at the intersection of Old County Road. On June 26, 2023, the Planning Commission considered and approved Windy Hill's development applications for the project, conditioned on the project property being annexed to the City.

The annexation would result in the City assuming responsibility for municipal services from the County as well as the County's Belmont County Lighting District and the Harbor Industrial Sewer Maintenance District. The next step is for City Council to consider adoption of a Resolution of Property Tax Exchange before Local Formation Agency Commission (LAFCo) approval of the annexation.

## Analysis

*Annexation Process –*

The City is required to process applications for annexation within its sphere of influence. If the application meets the City's General Plan policies and is within the City's sphere of influence as outlined by LAFCo

for annexation, the property is eligible for annexation. As part of the City's comprehensive General Plan Update 2035, the City Council approved a pre-zoning of the subject property on November 28, 2017, to the Harbor Industrial Area (HIA-1) designation, which became effective on December 28, 2017. The HIA-1 zoning designation permits multi-family residential uses.

LAFCo is the San Mateo County agency established by state law, which has the authority to adopt a change in jurisdictional boundaries. In annexing property to a city, an application to LAFCo may be submitted (in this case) by the property owner. Before applying to LAFCo, the land to be annexed must first be pre-zoned by the city and be consistent with the city's General Plan. Once pre-zoning is complete, the application can be submitted to LAFCo. An environmental review document and fees must accompany the application for annexation.

*Fiscal Analysis* –
The City contracted with Rosenow Spevacek Group (RSG) to conduct a fiscal analysis of the proposed annexation to determine the tax exchange and the fiscal impacts associated with annexation. In this proposed annexation, the RSG report (see Attachment B) indicates that the immediate fiscal impacts to the City are not material. Nevertheless, it is important to note that if the City anticipates additional annexation proposals for small annexation areas in the future, there are ongoing expenditures that could cumulatively impact the City's budget over time. The Harbor Industrial Area (HIA) as a whole currently lacks sufficient infrastructure to accommodate anticipated future developments and stormwater management concerns, which could have a potential impact on the General Fund. As part of the holistic HIA specific plan effort, the City has begun conversations with the County on the future annexations in the HIA.

Under state law, the City of Belmont and the County of San Mateo need to adopt a Property Tax Exchange Resolution before LAFCo certifies the application as complete and schedules a hearing. The City and County have discussed and agreed to the terms of the Property Tax Sharing Agreement the terms of which are specified into the attached resolution. The relative property tax distribution between the City and County is consistent with City policy for annexations (described in the Fiscal Implications section), and consistent with the County Board of Supervisors' previously approved resolution setting the property tax increment factor of approximately 9.7 percent of the basic general tax levy.

*Fiscal Implications* –
The fiscal implications of the proposed annexation are described in detail in the fiscal impact report prepared by RSG which is attached to this report as Attachment B. The primary sources of revenue from this proposed annexation will be property tax revenue to the General Fund and sewer service charge revenue to the Sewer Fund. In addition, the City will receive funds for the library bonds (Library Debt Service Fund), NPDES stormwater fees (Storm Drainage Fund), and gas tax revenue (Gas Tax Fund) as a result of the proposed annexation.

Except for needed capital improvements in the HIA as a whole, the proposed annexation would have relatively modest net new impacts on the General Fund, given the limited size of the annexation area and the scale of the proposed development project anticipated. In the current use of undeveloped parcels, the

RSG study shows that the proposed annexation area generates about $3,000 annually in General Fund revenues, compared to about $12,500 in annual expenditures for maintenance and flood incidents. Provided that the proposed project is developed, the City may collect an estimated $96,600 annually from the proposed annexation, compared to approximately $136,000 in expenditures due to service cost increases from Police, Public Works, and Parks and Recreation. The following table shows the net new recurring General Fund impacts:

| Revenue Category | Current Use | Proposed Use as Developed |
|---|---|---|
| Property Tax | $ 3,010 | $ 72,463 |
| Resident-Derived Sales Tax | $ - | $ 11,072 |
| Business License Fee | $ - | $ 4,294 |
| Franchise Fees | $ - | $ 8,782 |
| **Total Revenues (Rounded)** | **$ 3,000** | **$ 96,600** |
| Less City Expenditures | $ (12,500) | $ (136,328) |
| **Net New Impacts Total** | **$ (9,500)** | **$ (39,728)** |

The City's approach on the property tax exchange is to 1) pick up the tax rates associated with the County services that would be provided by the City once the parcels are annexed to the City, and 2) negotiate an amount in addition to that to cover City services. In this case, the City would pick up the property tax rate associated with County municipal services negotiated at a factor of 0.0791307437, along with corresponding shares from the detachment of the Harbor Industrial Sewer Maintenance District at 0.0094812614 and the Belmont County Lighting District at 0.0077590724, to bring the total incremental tax rate factor to be transferred to the City of Belmont at 0.0963710775. The relative property tax distribution between the City and County is consistent with the City's approach for annexations, using a similar methodology to the tax sharing agreements between the City and County for the last annexation to Belmont in 2019 for 1304 Elmer Street and 633 O'Neill Avenue.

SB 330 & Project Settlement Agreement

On January 1, 2020, Senate Bill 330 (SB 330) went into effect amending the Housing Accountability Act (Gov. Code, §65889.5), the Permit Streamlining Act (Gov. Code, §65920 *et. seq*) and created the Housing Crisis Act of 2019 (Gov. Code, §66300). The bill was intended to streamline housing projects that are subject to discretionary review under local zoning laws. SB 330 allows for an applicant to submit a preliminary application for any housing development project as defined. In general, by submitting a preliminary application and complying with the timelines set forth in the bill, applicants can vest the zoning and objective design standards in effect at the time of application. Eligible projects are required to comply with existing zoning and General Plan requirements as well as CEQA. In February 2020, Windy Hill Ventures ("Applicant") submitted a letter with their development application advising the City the project is submitted pursuant to SB 330.

The project's conditions of approval included the imposition of the City's development impact fees, including its Transportation Impact Fee, Park Impact Fee, Public Art Fee, Sewer Impact Fee, Sewer

Connection Fee, and General Plan Maintenance Fee in effect as of the date of the project approval. The project applicant and City staff disagree whether SB 330 applies to the project and the amount of City impact fees the project must pay in light of the project being located in unincorporated San Mateo County and not within the City's jurisdiction.

In lieu of the applicant proceeding with a Government Code section 66020(a) "pay and protest" procedure and potential litigation resulting therefrom, the parties agreed that a negotiated settlement of the City impact fees would conserve administrative and judicial resources. As such, staff and the applicant engaged in discussions to resolve the amount of the City impact fees payable for the project and reached a proposed settlement agreement. The settlement agreement resolves the fee amounts the project will pay for transportation impact, park impact, public art, sewer connection, and General Plan maintenance. In conjunction with the staff-requested Council action on the property tax exchange agreement, staff also requests Council approval of the settlement agreement for the project.

**Alternatives**

1. Provide alternative direction to staff.
2. Take no action.

**Attachments**

A. Resolution
B. Annexation Study provided by RSG
C. LAFCo Documents

**Fiscal Impact**

☐ No Fiscal Impact

☒ Funding Source Confirmed: Annual General Fund tax revenue to the City upon development of the 604-610 Harbor Boulevard project is estimated at $96,600, with annual expenditures at approximately $136,000.

| **Source:** | **Purpose:** | **Public Outreach:** |
|---|---|---|
| Other* | Plan Implementation** | Posting of Agenda |

*applicant
**2023-2030 Housing Element

# RESOLUTION NO. 2023 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT MAKING A DETERMINATION OF PROPERTY TAX EXCHANGE, AND APPROVING A FEE SETTLEMENT AGREEMENT FOR ANNEXATION OF 604-610 HARBOR BOULEVARD**

WHEREAS, state law requires that the County of San Mateo ("County") and City of Belmont ("City") negotiate a property tax exchange relating to the proposed annexation of 604 through 610 Harbor Boulevard (Assessor's Parcel Numbers 046-032-030, 046-032-040, 046-032-080, and 046-032-090), ("Harbor Boulevard Annexation") to the City; and,

WHEREAS, the Harbor Boulevard Annexation is developed property comprised of 0.71 acres pre-zoned the Harbor Industrial Area (HIA-1) designation and the property owner has requested annexation of the subject property to the City of Belmont; and,

WHEREAS, the project applicant and City staff disagree whether SB 330 applies to the project and the amount of City impact fees the project must pay the City in light of the project being located in unincorporated San Mateo County and not within the City's jurisdiction; and,

WHEREAS, the project applicant and City staff negotiated a proposed settlement to resolve the fee amounts the project will pay for transportation impact, park impact, public art, sewer connection, and General Plan maintenance; and,

WHEREAS, on June 22, 2023, the project applicant Windy Hill Ventures submitted to the San Mateo Local Agency Formation Commission an application for annexation to the City, referred to as File. No 20-10, for the subject properties (Assessor's Parcel Numbers 046-032-030, 046-032-040, 046-032-080, and 046-032-090) from the county, detachment from the Harbor Industrial Sewer Maintenance District, and detachment from the Belmont County Lighting District; and,

WHEREAS, on June 26, 2023, the Belmont Planning Commission considered and approved Windy Hill Venture's development applications for the Project, conditioned on the property underlying the Project being annexed to the City.

WHEREAS, the County and City staff have agreed to submit the following property tax incremental factors as the tax sharing agreement to their respective governing bodies:

1) 0.0094812614 for the detachment from the Harbor Industrial Sewer Maintenance District,

2) 0.0077590724 for the detachment from the Belmont County Lighting District, and,

3) 0.0791307437 for the annexation from the County General Fund.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The Council approves the incremental factors as the basis of the tax sharing agreement between the City and the County under Revenue and Taxation Code Section 99.

SECTION 3. The City of Belmont consents to LAFCo waiving authority proceedings under Government Code Section 56663 for the annexation.

SECTION 4. The territory will be taxed for bonded indebtedness and the regular county assessment roll will be used.

SECTION 5. The fee settlement agreement for the project is approved contingent on the County approving the incremental factors as the basis of the tax sharing agreement between the City and the County, that further annexation related agreements between the City and County are necessary, and the Board of Supervisors approves the annexation.

SECTION 6. The City Manager is authorized to execute the settlement agreement once all contingencies in section 5 are met.

* * *

ADOPTED October 24, 2023 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

_____
City Clerk

_____
Mayor

APPROVED AS TO FORM:

_____
City Attorney

RSG
BETTER COMMUNITIES.
BOLDER FUTURES.

17872 GILLETTE AVE.
SUITE 350
IRVINE, CA 92614

714 541 4585
INFO@WEBRSG.COM
WEBRSG.COM

October 19, 2023 Via Electronic Mail

Carlos de Melo, Community Development Director
CITY OF BELMONT
One Twin Pines Lane, #320
Belmont, CA 94002

**FISCAL IMPACT ANALYSIS – 608 HARBOR BOULEVARD ANNEXATION**

Dear Mr. de Melo:

This letter presents an updated fiscal impact analysis completed by RSG, Inc. ("RSG") of the proposed annexation and development of four parcels located at Old County Road and Harbor Boulevard (Assessor Parcel Numbers 046-032-030, -040, -080, and -090, collectively referred to as the "Project Site") within the unincorporated Harbor Industrial Area into the City of Belmont ("City"). This updated fiscal impact analysis reflects the negotiated property tax sharing agreement for the Project Site between the City and the County of San Mateo as of September 2023.

The property owner/developer, Windy Hill Property Ventures ("Applicant"), proposes to develop a 103-unit multifamily development known as the 608 Harbor Multi-Family Apartment Development, or Windy Hill 2 ("Project"). Project entitlements are currently under review by the City's Community Development Department. The property owner/developer has filed an annexation application with the County of San Mateo ("County") Local Agency Formation Commission ("LAFCO", File No. 20-10) to annex the entire Project Site plus right-of-way along Old County Road and Harbor Boulevard ("Annexation Area").

This letter presents RSG's findings with respect to the fiscal impact of annexation to the City based on information provided by LAFCO, the Applicant, and the City.

EXECUTIVE SUMMARY

As shown on Figure 1, the Annexation Area will include portions of right-of-way within the County's jurisdiction, specifically both sides of the right-of-way on Old County Road immediately west of the Project Site, and approximately half of the right-of-way to the centerline of Harbor Boulevard immediately south of the Project Site. Because the City is presently paying approximately $12,500 annually for maintenance and flood incidents within this right-of-way, annexation in and of itself would only make these discretionary payments by the City mandatory once annexation places this area within the City's legal jurisdiction. The City will additionally become responsible for street and pavement maintenance, storm drains, drainage inlets, street sweeping, and other public works costs associated with the right-of-way. Inclusive of the costs the City is already incurring

for flood incidents, these costs total approximately $67,500 annually for the area. These costs are exclusive of needed capital improvements in the area.

Annexation would otherwise have relatively modest net new impacts on the General Fund given the limited size of the Annexation Area and scale of the proposed redevelopment project anticipated. Flood improvement costs are documented in external reports and are not part of RSG's analysis.

ANNEXATION AREA

The Annexation Area is entirely within the City's Sphere of Influence. See Figure 1 (located at the end of the report) for a map of the subject properties, including the Annexation Area and Project Site. Table 1 summarizes the breakdown of the Project Site and Annexation Area:

Table 1: Annexation Area Proposed by Applicant

| Parcel(s) | Jurisdiction | Acres | % of Total |
|---|---|---|---|
| 046-032-030 | County of San Mateo | 0.24 | 11% |
| 046-032-040 | County of San Mateo | 0.06 | 3% |
| 046-032-080 | County of San Mateo | 0.34 | 16% |
| 046-032-090 | County of San Mateo | 0.07 | 3% |
| *Parcel Subtotal* | | *0.72* | *34%* |
| Right-of-Way | | *1.38* | *66%* |
| Old County Road b/t Harbor Blvd and north of project site | | | |
| Harbor Blvd b/t City Boundary and Elmer St to centerline | | | |
| | | 2.1 | 100% |

Presently, the Project Site contains a gas station, a car wash, and a vacant parcel. The Applicant is proposing to demolish the existing improvements following approvals and the issuance of permits in order to construct the Project as proposed.

PLAN FOR SERVICES

The current and planned service providers affected by the annexation application are listed in Table 2. For the most part, the annexation would transfer most municipal services from the County to the City for the Annexation Area. Other special districts serving the Annexation Area include the following agencies:

1. For annexation to Belmont, the Annexation Area would need to be detached from a County-governed special district (Belmont Highway Lighting District) so that the corresponding services may be transferred to the City.

2. The Annexation Area would additionally need to be detached from a second County-governed special district, the Harbor Industrial Sewer District, so that those services can be transferred to the City.
3. The Annexation Area lies within the Belmont Fire Protection District, ("Belmont Fire") which is a subsidiary district of the City and member of the joint powers authority ("JPA") known as the San Mateo Consolidated Fire Department ("SMC Fire"). Since 2019, when SMC Fire merged three prior fire agencies in Belmont, the City of San Mateo, and the City of Foster City, SMC Fire provides fire and emergency services to these communities, that include the Annexation Area as well as the rest of unincorporated Belmont and the three cities. Upon annexation, SMC Fire would continue to function as the fire service provider collecting property taxes from Belmont Fire and other fees charged by SMC Fire for the services it provides in the Annexation Area today. As a result, annexation would result in no change of services or service providers, nor any fiscal impact to Belmont Fire.

Table 2: Plan for Services

| Service | Current Provider | Planned Provider | Annexation Effect |
|---|---|---|---|
| General Government | County | City of Belmont | Annexation |
| Planning & Building | County | City of Belmont | Annexation |
| Code Enforcement | County | City of Belmont | Annexation |
| Parks & Recreation | County | City of Belmont | Annexation |
| Storm Drain | County | City of Belmont | Annexation |
| Road Maintenance: *Old County Rd and Harbor Blvd* | County | City of Belmont (Gas Tax Fund) | Annexation |
| Law Enforcement | County and California Highway Patrol (traffic) | City of Belmont | Annexation |
| Fire Protection | San Mateo Consolidated Fire Department JPA | San Mateo Consolidated Fire Department JPA | No Effect |
| Water | Mid – Peninsula Water District | Same | No Effect |
| Sewer | Harbor Industrial Sewer District | City of Belmont | Detachment |
| Gas/Electric | PG&E | PG&E | No Effect |
| Telecom | AT&T, Comcast | AT&T, Comcast | No Effect |
| Street Lighting | Belmont Highway Lighting District | City of Belmont | Detachment |

ANALYSIS

RSG evaluated the scope of the proposed annexation, both under the current (undeveloped) use and as included in the proposed Project. Without the Project, the current use of the property has a small expenditure impact on the City due to the Public Works unreimbursed costs of discretionary maintenance and abatement of flood incidents in the County's jurisdiction.

With the Project's 103 new residential units, RSG anticipates in increase in population of less than 1 percent to the City, or approximately 160 new residents. Overall, the impact of annexation itself would have three fundamental impacts on the City:

1. Direct responsibility for maintenance and flood incident response at the intersection of Old County Road and Harbor Boulevard (as compared to the discretionary actions taken by the City due to the County's unresponsiveness),

2. Long term capital improvement costs in the millions of dollars for infrastructure investments to address drainage, sewer, and other existing deficiencies, and

3. Limited increased additional operational costs related to the relatively small increase in service demands due to the increase in population.

The most pressing demands on City services will be with increased roadway, traffic signal, and storm drainage infrastructure maintenance associated with the annexation. On a few occasions in the past decade, the intersection of Old County Road and Harbor has experienced flooding which requires staff resources for emergency response, road closures, as well as post-storm clean up.

RSG also anticipates some cumulative impact if the City continues to accept small piecemeal annexations, such as Artisan Crossing, also known previously as "Windy Hill 1" (1304 Elmer Street, LAFCO File No. 17-19) and the proposed project Windy Hill 2, over time. The cumulative impact should be considered as the City pursues additional annexations within the entire Harbor Industrial Area.

<u>Immediate Expenditure Impacts Are Minimal</u>

Overall, after consultation with department heads and a review of the City budget and proposed development, RSG found that the cost of road maintenance and incidental flood remedies will not have a significant impact on the City's General Fund. Staff estimate that the ongoing cost of maintenance for Harbor Boulevard is $12,500 annually. However, RSG did not find recurring incremental service or budget impacts beyond those associated with flood remedies. Annexation

and the Project would additionally result in some one-time costs, such as connection to the City's lighting district, but these costs would be paid by Windy Hill 2 (property owner/developer) as a condition of approval of the Project. Nevertheless, if the City anticipates additional annexation proposals for small annexation areas in the future, there are ongoing expenses that could cumulatively impact the City's budget over time. The Harbor Industrial Area as a whole has significant infrastructure deficiencies, which could have a sizable impact on the General Fund. Table 3 presents recurring annual expenditures derived from the Project.

Table 3: Recurring Annual City Expenditures

| City Department | Current City Expenditures[1] | Project-Derived City Expenditures[2] | Total City Expenditures[3] | Percent Increase |
|---|---|---|---|---|
| City Attorney | $ 624,003 | $ - | $ 624,003 | 0.00% |
| City Manager | 2,194,758 | $ - | 2,194,758 | 0.00% |
| Community Development | 4,742,228 | $ - | 4,742,228 | 0.00% |
| Finance | 3,059,870 | $ - | 3,059,870 | 0.00% |
| Fire | 12,317,615 | $ - | 12,317,615 | 0.00% |
| Human Resources | 1,218,303 | $ - | 1,218,303 | 0.00% |
| Information Technology | 2,537,680 | $ - | 2,537,680 | 0.00% |
| Parks & Recreation | 9,156,246 | $ 19,836 | 9,176,082 | 0.22% |
| Police | 14,827,354 | $ 48,991 | 14,876,345 | 0.33% |
| Public Works | 10,670,527 | $ 67,500 | 10,738,027 | 0.63% |
| **Total in FY 2022-23 Dollars** | **$ 61,348,584** | **$ 136,328** | **$ 61,484,912** | **0.22%** |
| *Total in 2027-28 (assuming 3.5% annual inflation)* | | *$ 161,914* | | |

[1]City of Belmont FY 2022-23 Budget

[2]RSG identified departmental costs in the City of Belmont FY 2022-23 Budget that are variable costs as opposed to fixed costs. Variable costs are expenditures by the City that increase or decrease based on the residential and employee population in the City. For example, City Council and Human Resources salaries and wages generally are fixed costs that do not vary based on population. Meanwhile, Police, Fire, and Parks & Recreation will likely experience service cost increases due to the added population.

[3]Sum of current and project-derived City expenditures.

Sources: City of Belmont, RSG, Inc.

The Annexation Area would lie within Beat 1 for the City's Police Department, defined as the area of the city east of Old County Road. Police Chief Stenquist does not anticipate a material increase in calls for service given the relatively small increase in population for this single annexation. However, when taken in context of multiple new developments within the City, all developments combined will have a material impact. If additional piecemeal annexations are anticipated in the immediate area of Old County Road and Harbor Boulevard in the near future, the City should consider the cumulative impact of recurring annual costs.

As previously noted, Public Works staff estimate that the current cost of maintenance and emergency response for the intersection of Old County Road and Harbor Boulevard is approximately $12,500. The City anticipates that the total cost for maintenance and emergency responses within the Annexation Area would be approximately $67,500, inclusive of the $12,500 they are currently spending in the area. This would include street and pavement maintenance, storm drain maintenance, street sweeping, and creek maintenance. While these costs are fairly minimal for this one annexation, infrastructure maintenance in the Harbor Industrial Area as a whole could be extremely costly for the City. There are infrastructure deficiencies in the area which may require tens of millions of dollars to remedy. The City must consider these costs for annexation of the area as a whole, even when considering piecemeal annexations.

There are some options for the City to pursue funding from sources such as the Federal Emergency Management Agency (FEMA) which may provide reimbursement for a portion of some of these costs, but FEMA funding requires discretionary actions by the Federal government when incidents occur and are not reliable as an on-going funding stream for long-term maintenance projects. Ultimately, the County bears the responsibility for the infrastructure issues in the Annexation Area and greater unincorporated area, and they along with the City, property owners and future development will need to share the burden of funding capital improvements in the area.

Annexation Area sewer services would be detached from the Harbor Industrial Sewer District and the property taxes associated with the District for these parcels will be transferred to the City. Staff noted that the City will need to build a new sewer line along Harbor Boulevard and the Developer has stated they may be able to monetarily contribute to those improvements. Street lighting along Old County Road may be replaced to match the design within the City limits; RSG has not made any conclusions as to how the entirety of these costs, which have not been fully identified, will be paid as future development alone may not be capable of bearing these costs due to both legal appropriateness and financial feasibility.

Fire and emergency services in the Annexation Area will remain within the Belmont Fire Protection District, a subsidiary district of the City and a member of the SMC Fire JPA. SMC Fire will continue to collect property taxes from the Belmont Fire Protection District for its services in the annexation area. Annexation will not result in a fiscal impact to Belmont Fire.

Minor Increase in Recurring General Fund Revenues

The City may collect an estimated $96,600 annually from the Annexation Area, provided the proposed Project is developed; in the meantime, the Annexation Area would generate relatively little as undeveloped parcels. Table 4 presents a summary of the projected annual revenues (in 2023 dollars), followed by an explanation of the assumptions and methodology for each component in the estimate.

Table 4: Net New Recurring General Fund Impacts

| Revenue Category | Current Use | As Developed |
|---|---|---|
| Property Tax | $ 3,010 | $ 72,463 |
| Resident-Derived Sales Tax | - | 11,072 |
| Business License Fee | - | 4,294 |
| Franchise Fees | - | 8,782 |
| **Total Revenues (Rounded)** | **$ 3,000** | **$ 96,600** |
| | | |
| Less City Expenditures | (12,500) | (136,328) |
| **NET NEW REVENUE TOTAL** | **$ (9,500)** | **$ (39,728)** |

Property Taxes

The Annexation Area is comprised of public right of way and four privately-owned parcels currently on the San Mateo County Assessment Roll for $3,123,443. Should property owner/developer proceed with the Project as proposed, RSG estimates the assessed value of this property could increase to approximately $78 million as part of the larger multifamily project. We assume market rate rents would average $3,300 per unit, and (for the 15 inclusionary housing units) affordable rents would need to conform to the requirements of the City's inclusionary housing ordinance.

Annexation would result in the City receiving a partial transfer of property taxes from the County General Fund, as well as a full transfer of the tax shares for the detachment from the Belmont Highway Lighting District and the Harbor Industrial Sewer District. RSG assumes the tax shares transferred will be the property tax split tentatively agreed to between the City and the County Board of Supervisors on September 27, 2023 for the Project Site, which totals approximately 9.6 percent of the basic 1 percent general tax levy as presented in Table 5.

Table 5: Property Tax Estimates

| | Current Use[1] | As Developed[2] |
|---|---|---|
| Annexation Area Assessed Value | $3,123,443 | $78,314,576 |
| 1% Property Tax Share | 31,234.43 | 783,145.76 |
| **Property Tax Transfer = 0.0963710775** | **$ 3,010** | **$ 72,463** |
| From County General Fund | 0.0791307437 | 0.0791307437 |
| From Belmont Lighting District | 0.0077590724 | 0.0077590724 |
| From Harbor Industrial Sewer District | 0.0094812614 | 0.0094812614 |

[1]Based on 2022-23 land and improvement value of APNs 046-032-030, -040, -080, and -090

[2]Inclusive of all four parcels proposed to be annexed into the City

Based on these shares, the City could expect to receive approximately $72,000 in annual property taxes after the Project is fully developed.

Property Tax In Lieu of VLF

Unlike when a new development occurs within the City limits, State law (Tax and Revenue Code Section 97.7) does not provide a formula that allows cities to capture additional property taxes in lieu of motor vehicle license fees from annexed territory. As such, RSG did not include any forecast of these revenues in our forecast.

Sales Taxes from Resident Spending

RSG did not assume any direct (Project-generated) sales tax revenues because at this point we are not aware of any likely commercial tenants that would pay such taxes. However, with the increase in resident population, RSG expects to see an increase in spending due to added demand for more goods and services, including taxable goods purchased within the City. Table 7 presents the estimated $11,000 in annual taxable sales revenues owing to the Project by considering annual average household spending within a 3-mile radius of the Project Site, then determined the portion of these sales that are taxable by category and how much of each category's taxable sales are presumed to be purchased (captured) in the City.

Table 7: Resident-Derived Sales Tax Revenue

| Category | Taxable Sales | | | | |
|---|---|---|---|---|---|
| | Avg Spending[1] | % Taxable[2] | Taxable Sales | Local Capture | Belmont Sales |
| Transportation and Travel | $ 27,197 | 100% | $ 27,197 | 0% | $ - |
| Entertainment | 7,750 | 100% | 7,750 | 30% | 2,324.97 |
| Food at Home | 12,918 | 15% | 1,938 | 40% | 775.06 |
| Food Away from Home | 9,399 | 100% | 9,399 | 30% | 2,820 |
| Total Apparel | 5,189 | 100% | 5,189 | 30% | 1,557 |
| Health Care | 13,806 | 0% | - | 10% | - |
| Personal Care Products | 2,186 | 100% | 2,186 | 40% | 874 |
| Shelter/Housing Expenses | 53,176 | 0% | - | 100% | - |
| Household Equipment | 5,442 | 100% | 5,442 | 25% | 1,360 |
| Misc. Items | 30,901 | 3% | 927 | 30% | 278 |
| Alcoholic Beverages | 1,662 | 100% | 1,662 | 40% | 665 |
| Education | 4,982 | 0% | - | 30% | - |
| Housekeeping Supplies | 1,768 | 100% | 1,768 | 30% | 530 |
| Total | $ 176,375 | | $ 63,456 | | $ 11,184 |
| Assumed Occupied Units/Households[3] | | | | | 99 |
| **Total Project Local Spending** | | | | | **$ 1,107,249** |
| **Local Sales Tax from Project** | | | | | **$ 11,072** |

[1] Based on 2022 estimates of average household spending within a 3 mile radius of the Site.
[2] RSG estimates of the portion of spending subject to sales and use taxes.
[3] Assumes 4.5% vacancy of Project's 103 units

Source: ESRI Business Analyst

*Business License Fee Revenues*

RSG has conservatively assumed only one business (the apartment project) would be charged a business license within the Annexation Area as shown in Table 8. RSG estimated the business license revenue based on a review of the City's 2022-23 fee schedule.

Table 8: Business License Estimate

| Category | Current Rate | Number | License Fee |
|---|---|---|---|
| General tax | $ 341 | 1 | **341** |
| SB 1186 | 4 | 1 | **4** |
| Per dwelling unit | 37 | 103 | **3,811** |
| Per full-time employee | 35 | 3 | **105** |
| Per part-time employee | 11 | 3 | **33** |
| **Total - As Developed** | | | **$ 4,294** |

*Franchise Fees*

Finally, RSG estimated the amount of franchise fees from gas, electric, trash, and cable franchises within the City, using per capita estimates computed from the most recent City budget. Table 9 shows these estimates for the Project in total.

Table 9: Franchise Fees

| | | Current | Proposed |
|---|---|---|---|
| 2022-23 Budget Estimates - Franchise Fees | $ 1,493,186 | | |
| 2022 Population (DOF, 1/2022) | 27,203 | | |
| Franchise Fees/Capita | $ 54.89 | | |
| **Projected Population** | | **-** | **160** |
| **Projected Franchise Fees** | | **$ -** | **$ 8,782** |

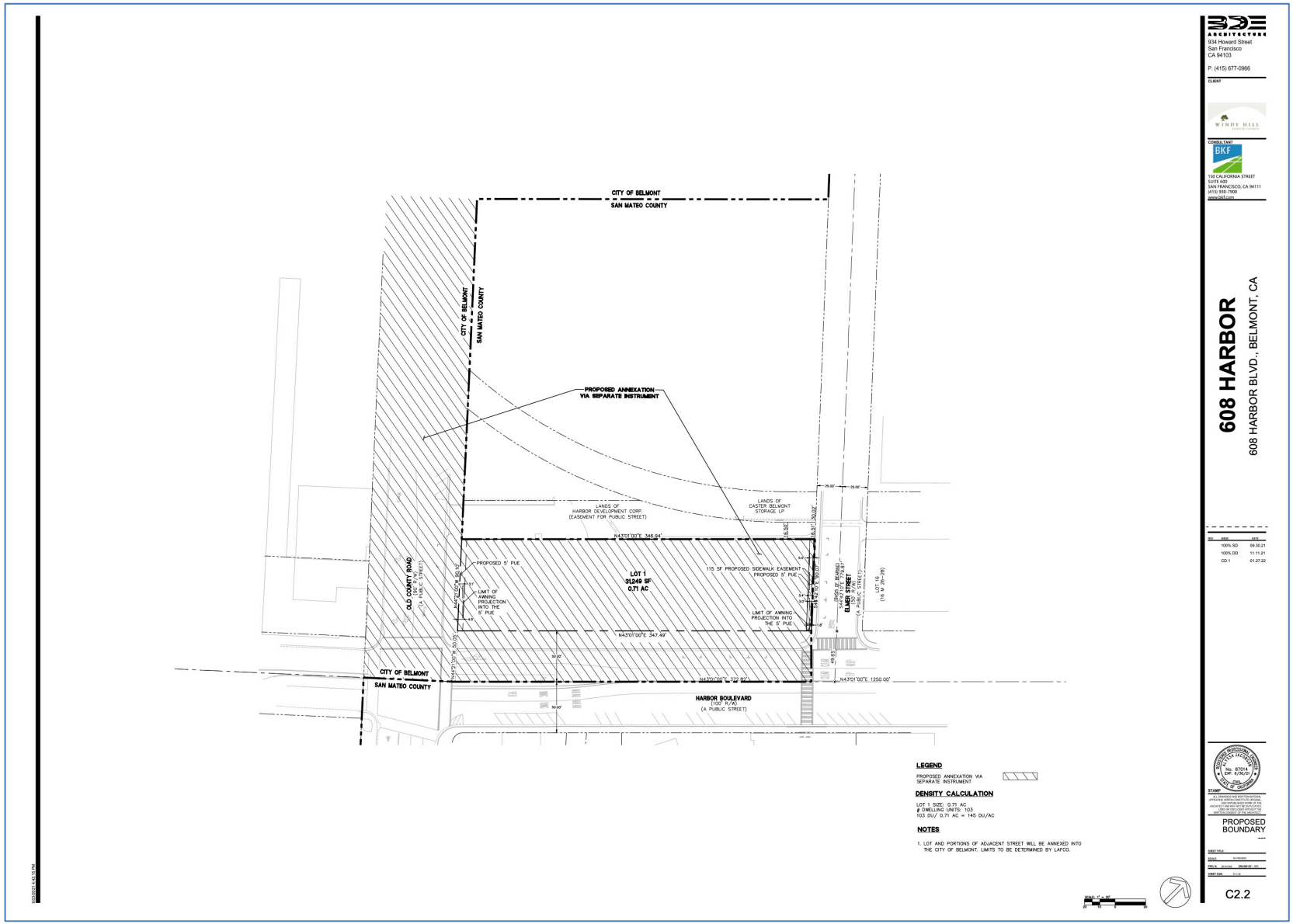
Overall, RSG anticipates net negative impact to the General Fund of approximately $39,700 from annexation of the project. Because annexation would make the City permanently responsible for maintenance and repairs of the intersection of Old County Road and Harbor Boulevard, the cost associated with these activities could ultimately lead the project to have a total negative General Fund impact even after taking in the positive fiscal impacts of the Project. There may be opportunities to engage with the Developer or federal agencies to help offset the cost of maintenance and repairs along Harbor Boulevard, but long-term solutions like the creation of a CFD would potentially lead to a more sustainable revenue source.

Sincerely,
RSG, INC.



Jim Simon, Principal

*Figure 1: Annexation Area (608 Harbor Annexation, Belmont, March 2021)*



**APPLICATION FOR A CHANGE OF ORGANIZATION, REORGANIZATION, OR OUTSIDE SERVICE AGREEMENT**
**TO THE SAN MATEO LOCAL AGENCY FORMATION COMMISSION**

## A. GENERAL INFORMATION

1. Briefly describe the nature of the proposed change of organization, reorganization, or outside service agreement.

   APNs 046-032-030, 046-032-040, 046-032-080, 046-032-090 are currently in San Mateo County and are proposed to be annexed into the City of Belmont. The jurisdictional line between San Mateo County and City of Belmont on Old County Road between Harbor Blvd. and the north of the project site is proposed to shift from Old County Road to Elmer Street. Detachment from the Harbor Industrial Sewer Maintenance District and the Belmont Highway Lighting District is also requested.

2. An application for a change of organization or reorganization may be submitted by individuals in the form of a petition or by an affected public agency in the form of a certified resolution. This application is submitted by (check one):

   __X__ Landowners or registered voters, by petition
   _____ An affected public agency, by resolution

   **(If this application is submitted by petition of landowners or registered voters in the affected territory, complete the petition form.)**

3. What are the reasons for the proposal?

   These areas lie within City of Belmont Sphere of Influence and are designated Harbor Industrial Area 1 (HIA-1) in the City of Belmont General Plan and are also zoned Harbor Industrial Area 1 (HIA-1) in the City of Belmont Zoning Map. Annexation would allow for city services to be provided to the project. Specifically, the project proposes to connect to the City's sewer system and have the City of Belmont provide The project is under preliminary review by the City of Belmont and proposes the construction of 103 multi-family rental units in a 5-story building. The units would be studios, 1-bedroom and 2-bedroom units ranging from 404-1,813 square feet in size. Open space, landscaping and amenity space is proposed for the use of the residents, as well as a public plaza to enhance the pedestrian environment. Street trees, wider sidewalk widths and street furniture are also proposed. The project will be connecting to the City of Belmont sewer system via a new 8" main in Elmer Road which will route flows from the project site northwest and connect to the existing City sewer manhole at the intersection of ONeill Ave and Elmer Road. These flows converge with the existing city sewer flows and are routed northeast in ONeill Ave, ultimately discharging to the Redwood Shores treatment facility. No other development projects are proposed to connect to this main.

4. Does this application have 100% consent of landowners in the affected area?

   X Yes _____ No

RECEIVED
JUN 27 2023
LAFCO

5. Estimated acreage: 2.09

B. **SERVICES**

1. List the name or names of all existing cities and special districts whose service area or service responsibility would be altered by the proposed change of organization or reorganization.

City of Belmont, Harbor Industrial Sewer Maintenance District and Belmont Highway Lighting District

2. List all changes to the pattern of delivery of local services to the affected area. For each service affected by the proposed change(s) of organization, list the present source of service (state "none" if service is not now provided), the proposed source of service and the source of funding for construction of necessary facilities (if any) and operation. Example is given on the first two lines of the space provided for your response.

| SERVICE | PRESENT SOURCE | PROPOSED SOURCE | FUNDING SOURCE | |
|---|---|---|---|---|
| | | | CONSTRUCTION | OPERATING |
| *Police* | *Co. Sheriff* | *City Police* | *N/A* | *Taxes* |
| *Sewer* | *Harbor Industrial Sewer Maintenance District* | *City of Belmont* | *Proponent* | *Fees* |
| *Water* | *Mid-Peninsula Water District* | *Mid-Peninsula Water District* | *Proponent* | *Fees* |
| *Storm Drain* | *County of San Mateo* | *City of Belmont* | *Proponent* | *Fees* |
| *Gas/Electric* | *PG&E* | *PG&E* | *Proponent* | *Fees* |
| *Telecom* | *AT&T, Comcast* | *AT&T, Comcast* | *Proponent* | *Fees* |
| *Fire* | *Belmont Fire Protection District* | *Belmont Fire Protection District* | *N/A* | *Taxes* |

C. **PROJECT PROPOSAL INFORMATION**

1. Please describe the general location of the territory which is the subject of this proposal. Refer to major highways, roads and topographical features.

APNs 046-032-030, 046-032-040, 046-032-080, 046-032-090 at the intersection of Old County Road and Harbor Blvd, extending to Elmer Street. The easterly portion of Old County Road north of Harbor Blvd. directly fronting the project site. The northerly portion of Harbor Blvd. from Old County Road directly fronting the project site.

2. Describe the present land use(s) in the subject territory.

APNs 046-032-030, 046-032-040, 046-032-080, 046-032-090 are currently used as commercial/light industrial uses, including a gas service station and car wash. A vacant lot is also included. Old County Road and Harbor Blvd. are both public streets.



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3. How are adjacent lands used?

North: light industrial – self storage facility

South: light industrial-auto related uses (car rental, car repair)

East: light industrial/restaurant use-building supplies

West: light industrial/recreational use-building supplies, children's gym

4. Will the proposed change of organization result in additional development? If so, how is the subject territory to be developed?

Yes. APNs 046-032-030, 046-032-040, 046-032-080, 046-032-090s will be redeveloped into a multi-family housing development. Old County Road and Harbor Blvd. will remain public streets with new public improvements such as new, wider sidewalks. The project will be connecting to the City of Belmont sewer system via a new 8" main in Elmer Road which will route flows from the project site northwest and connect to the existing City sewer manhole at the intersection of ONeill Ave and Elmer Road. These flows converge with the existing city sewer flows and are routed northeast in ONeill Ave, ultimately discharging to the Redwood Shores treatment facility. No other development projects are proposed to connect to this main.

5. What is the general plan designation of the subject territory?

The General Plan Designation is Harbor Industrial Area 1 (HIA-1).

6. What is the existing zoning designation of the subject territory?

The Zoning Designation is Harbor Industrial Area 1 (HIA-1).

7. What prezoning, environmental review or development approvals have already been obtained for development in the subject territory?

The site has been prezoned by the City of Belmont as part of the recently adopted General Plan and Zoning Code Amendments to implement the General Plan. A final EIR was adopted by the City to provide environmental review for the overall General Plan. (General Plan, Phase I Zoning and Climate Action Plan Final Environmental Impact Report SCH #201608207 5). The proposed development project includes the development of multi-family residential uses.

8. What additional approvals will be required to proceed?

The project will require project specific approvals including a Multi-Family Design Review Permit and Tentative Parcel Map. The permits will rely on the recently adopted General Plan, Phase I Zoning and Climate Action Plan Final Environmental Impact Report (SCH #2016082075). It is anticipated that an EIR Consistency Analysis, (pertinent CEQA Sections 15168, 15162, 15163 and 15183) will be prepared to specifically analyze the potential project impacts.



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9. Does any portion of the subject territory contain any of the following --agricultural preserves, sewer or other service moratorium or wetlands subject to the State Lands Commission jurisdiction?

   The subject property does not contain agricultural preserves, sewer or other service moratoriums, nor wetlands subject to State Lands Commission jurisdiction.

10. If no specific development projects are associated with this proposal, will the proposal increase the potential for development of the property? If so, how?

    A specific development project is associated with this proposal as noted above in #4.

* * * * * * * * * * * *

LAFCo will consider the person signing this application as the proponent of the proposed action(s). Notice and other communications regarding this application (including fee payment) will be directed to the proponent at:

NAME: Jamie D'Alessandro, Windy Hill Property Ventures EMAIL: jamie@windyhillpv.com

ADDRESS: 530 Emerson Street, Suite 150, Palo Alto, CA 94301 TELEPHONE: 650-847-1266

ATTN: Jamie D'Alessandro

Richard Teske, Chairman of Nella Invest, LLC

Applica_blk.doc
(10/6/2000)

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***Addendum to Application titled LAFCo File No. 20-10***

Proposed Annexation of Lands of Nella-604 and 608 Harbor Blvd.

***APN's*** 046-032-030, 046-032-040, 046-032-080, 046-032-090
***to*** City of Belmont and Detachment
from the Harbor Industrial Sewer
Maintenance District and the Belmont
Highway Lighting District

*As part of above noted application submitted by petition, the Chief Applicants,* ***Richard Teske - Nella Invest, LLC*** *as Applicants and subject landowner(s), real parties in interest, agree to defend, indemnify, hold harmless, and release the San Mateo LAFCO, its agents, Commissioners, Executive Officer, attorneys, and employees from any claim, action, proceeding brought against any of them, the purpose of which is to attack, set aside, void, or annul the approval of this application or adoption of the environmental document which accompanies it. This indemnification obligation shall include, but not be limited to, damages, costs, and expenses, including attorney fees. The person signing this addendum to above noted application will be considered the proponent for the proposed action(s) and will receive all related notices and other communications.*

_____ *Date* 6/20/2023

Richard Teske, Chairman

_____ *Date* _____

_____ *Date* _____

_____ *Date* _____

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**PETITION**
**FOR PROCEEDINGS PURSUANT TO**
**THE CORTESE-KNOX-HERTZBERG LOCAL GOVERNMENT REORGANIZATION ACT**
**OF 2000**

The undersigned hereby petition(s) the Local Agency Formation Commission of San Mateo County for approval of a proposed change of organization or reorganization, and stipulate(s) as follows:

1. This proposal is made pursuant to Part 3, Division 3, Title 5 of the California Government Code (commencing with Section 56000, Cortese-Knox-Hertzberg Local Government Reorganization Act of 2000

2. The specific change(s) of organization proposed (i.e., annexation, detachment, reorganization, etc. is/are: Annexation of 608 Harbor Blvd to the City of Belmont and Detachment from the Harbor Industrial Sewer Maintenance District and the Belmont Highway Lighting District.

3. The boundaries of the territory(ies) included in the proposal are as described in Exhibit(s) attached hereto and by this reference incorporated herein.

4. The territory(ies) included in the proposal is/are:

   inhabited (12 or more registered voters) X Uninhabited

5. This proposal is X is not consistent with the sphere of influence of the affected city and/or district(s).

6. The reason(s) for the proposed annexation and detachment are:

These areas lie within City of Belmont Sphere of Influence and are designated Harbor Industrial Area 1 (HIA-1) in the City of Belmont General Plan and are also zoned Harbor Industrial Area 1 (HIA-1) in the City of Belmont Zoning Map. Annexation would allow for city services to be provided to the project. The project is under preliminary review by the City of Belmont and proposes the construction of 103 multi-family rental units in a 5-story building. The units would be studios, 1-bedroom and 2-bedroom units ranging from 404-1,357 square feet in size. Open space, landscaping and amenity space is proposed for the use of the residents, as well as a public plaza to enhance the pedestrian environment. Street trees, wider sidewalk widths and street furniture are also proposed. The project will be connecting to the City of Belmont sewer system via a new 8" main in Elmer Road which will route flows from the project site northwest and connect to the existing City sewer manhole at the intersection of ONeill Ave and Elmer Road. These flows converge with the existing city sewer flows and are routed northeast in ONeill Ave, ultimately discharging to the Redwood Shores treatment facility. No other development projects are proposed to connect to this main.

7. The proposed Annexation and Detachment is requested to be made subject to the following terms and conditions: None

8. The persons signing this petition have signed as:

   registered voters or X Owners of land (check one) within the subject territory.

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Wherefore, petitioner(s) request(s) that proceedings be taken in accordance with the provisions of Section 56000, et seq. Of the Government Code and herewith affix signatures as follows:

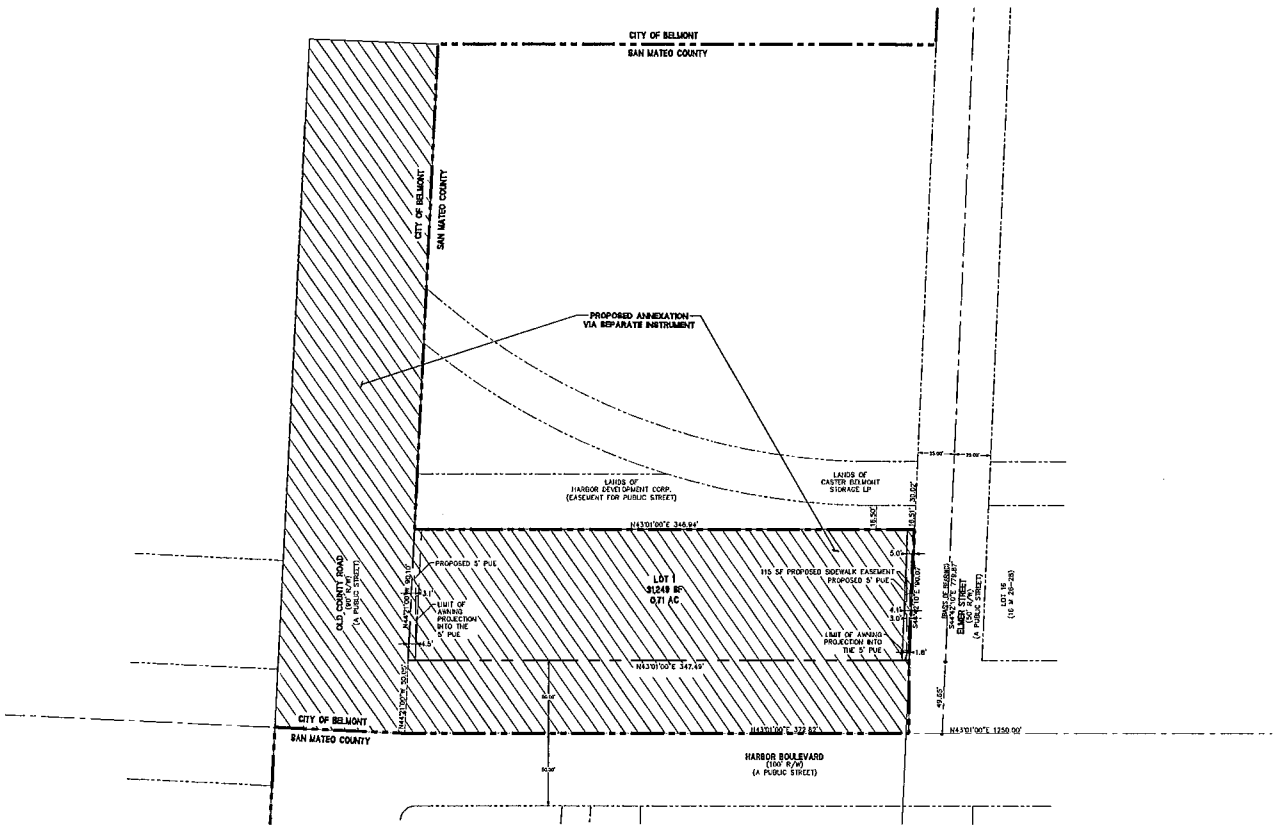
Chief Petitioners (not to exceed three):

| **Date:** | **Printed Name:** | **Signature/Residence Address:** 2349 Rickenbaker Way, Auburn, CA 95602 | **APN*** 046-032-030, 046-032-040, 046-032-080, 046-032-090 |
|---|---|---|---|
| June 14, 2023 | Richard Teske | | |
| | | | |
| | RICHARD TESKE | | |
| | | | |

*Assessor's Parcel Number of parcel(s) proposed for annexation.

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**NOTES**

1. LOT AND PORTIONS OF ADJACENT STREET WILL BE ANNEXED INTO THE CITY OF BELMONT. LIMITS AS SHOWN.

**LEGEND**

PROPOSED ANNEXATION VIA SEPARATE INSTRUMENT

**DENSITY CALCULATION**

LOT 1 SIZE: 0.71 AC
# DWELLING UNITS: 103
103 DU/ 0.71 AC = 145 DU/AC

BKF
150 CALIFORNIA ST., SUITE 600
SAN FRANCISCO, CA 94111
(415) 930-7900
www.bkf.com

SCALE: 1" = 30'
0 30 60

**NOTES**

1. LOT AND PORTIONS OF ADJACENT STREET WILL BE ANNEXED INTO THE CITY OF BELMONT. LIMITS TO BE DETERMINED BY LAFCO.

# VESTING TENTATIVE MAP

| No. | Revisions |
|---|---|
| | 09.30.21 – 100% SD |
| | 11.23.21 – PLANNING RESUBMITTAL |
| | 09.23.22 – RESPONSE TO COMMENTS |
| | 11.15.22 – RESPONSE TO COMMENTS |
| | 05.26.23 – RESPONSE TO COMMENTS |

## 608 HARBOR BLVD
BELMONT, CA
SAN MATEO COUNTY

PRELIMINARY PARCEL MAP

| | |
|---|---|
| Date | 05/26/2023 |
| Design | RFE |
| Drawn | MSI |
| Approved | AMJ |
| Job No | 20181349 |
| Drawing Number: | C2.2 |
| | 5 of 13 |

NOT FOR CONSTRUCTION

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# STAFF REPORT

| | |
|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Kathy Kleinbaum, Assistant City Manager, kkleinbaum@belmont.gov; Grace Castaneda, Finance Director, gcastaneda@belmont.gov; Karen Clark, Management Analyst, kclark@belmont.gov |
| **Agenda Title:** | General Plan Amendment and City Services Community Facilities District Local Goals and Polices |
| **Agenda Action:** | Resolution |

## Recommendation

(1) Adopt a resolution amending the Land Use Element of the 2035 General Plan augmenting existing fiscal neutrality policy for new development and including a Community Facilities District (CFD) as an option for new development to achieve fiscal neutrality and finding the amendment consistent with the 2035 General Plan EIR and no further environmental documentation is requirement; and

(2) Adopt a resolution adopting Local Goals and Policies for the purpose of forming a CFD and finding that activity is not a project subject to CEQA under CEQA Guideline Section 15378(b)(4).

## Strategic Focus Area

Fiscal and Organizational Sustainability

## Background

New development typically creates an incremental increase in the demand on city facilities and services needed to serve the development. However, not all new development generates enough new revenue and fees to offset the cost of the incremental increase in demand on facilities and services. The current Land Use Element of the 2035 Belmont General Plan recognizes that new development can have a negative fiscal impact on the City and includes the following Goals and Policies that help address the concern:

- *Goal 2.9:* Foster new development that contributes positively to Belmont's built environment, provides benefits to the local community, and addresses potential impacts.
    - *Policy 2.9-2:* Require that new development "pays its way" so as to limit fiscal impacts on the City.
- *Goal 2.17:* Support a wide range of economic activity in Belmont that capitalizes on the City's location, strengthens the City's tax base, and ensures that Belmont has adequate fiscal resources to fund high quality public services for its residents and businesses.
    - *Policy 2.17-2:* Support efforts to increase the tax base in Belmont and maintain fiscal sustainability.
    - *Policy 2.17-4:* Continue to monitor land use in the City to ensure a balanced inventory of sufficient land in strategic locations for all uses, especially those uses that are critical to the City's fiscal position.

The City of Belmont's 2020 Strategic Plan carries these policies forward and includes objectives to "identify new revenue sources to maintain financial stability" and "secure ongoing funding for sewer, storm, streets, facilities, and parks to address deferred maintenance and future capital needs." To this end, the City Council updated or adopted several development-related fees in 2020, including the park in-lieu fee, park impact fee, traffic impact fee, and public art in-lieu fee.

With several significant development projects on the horizon and the State's impending takeaway of property tax in lieu of vehicle license fee (VLF), a key revenue source for the City's General Fund, mitigating the fiscal impacts of new development is more important than ever.

As mentioned by City staff to the Council during the Fiscal Year 2023-24 budgeting process, ensuring the City's long-term fiscal sustainability to prevent cuts to essential City services requires identifying new, locally-controlled revenue sources, such as those prioritized by community members during recent surveys: modernizing the business license tax structure, identifying new funding for storm drain infrastructure, and establishing a City Services Community Facilities District (CFD) as an option for new development to pay its fair share for impacted City services. Advancing efforts to establish a City Services CFD was also integrated into the City's latest published Strategic Planning .

**Establishing a City Services CFD to Mitigate Development Impacts**

A CFD, also referred to as a Mello-Roos CFD, is a type of special financing district under the Mello-Roos Community Facilities Act of 1982 (Mello-Roos Act). Through the levy and collection of a special tax, CFDs can provide funding for authorized public improvements and services. A CFD's rate and method of apportionment includes procedures for identifying and classifying property within the CFD, establishing the initial maximum special tax rates, and the formula for calculating the annual special tax and assigning it to taxable property within the CFD. Since the Mello-Roos Act authorizes the levy and collection of a special tax in CFDs as opposed to a special assessment, there is no requirement to make a finding of special benefit for the property subject to the special tax. However, there should be a reasonable basis for assigning the special tax, as determined by the legislative body.

At a September 2021 study session, the City Council discussed the potential formation of a City Services CFD and reviewed several pathways to its formation. Ultimately, they concurred with staff's recommendation to establish a CFD with the cooperation of an initial property owner while creating a citywide "Future Annexation Area." This approach offers a less expensive and more streamlined process for developers to satisfy their mitigation obligation to the City. Logistically, each development project sponsor would execute a document giving unanimous approval to opt into the CFD, which would allow the City to record a Notice of Special Tax Lien. The Council would then adopt a resolution confirming each annexation.

Following the September 2021 study session, staff engaged NBS to conduct a Fiscal Impact Analysis (Analysis) to examine the projected revenue and expenditures of future development in Belmont and propose annual maximum base special tax rates. At a February 2022 study session, the Council reviewed the Analysis, which is included as *Attachment C* to this report.

As shown in the excerpt table below, the analysis illustrated a net negative fiscal impact to the City's

General Fund, based on development projected through 2050. While commercial and industrial developers were projected to offset City operating expenditures, all types of housing were projected to have a negative fiscal impact. It should be noted that the Mello-Roos Act exempts certain affordable units from the special tax, specifically those receiving a welfare exemption under subdivision (g) of Section 214 of the Revenue and Taxation Code, regardless of the fiscal impact of the exemption on the City.

*General Fund Fiscal Impact by Development Type (2022 Fiscal Impact Analysis)*

| Development Type | Revenue | Expenditures | Fiscal Impact |
|---|---|---|---|
| Single Family Residence (SFR) | $594,320 | ($646,932) | ($52,612) |
| Townhome | 836,595 | (2,043,013) | (1,206,418) |
| Multifamily Residence (MFR) | 1,649,703 | (4,010,708) | (2,361,006) |
| Affordable Housing | 245,477 | (2,594,452) | (2,348,976) |
| Commercial | 1,063,081 | (320,641) | 742,441 |
| Industrial | 1,551,211 | (1,179,857) | 371,354 |
| **Total** | **$5,940,387** | **($10,795,604)** | **($4,855,217)** |

To mitigate the net negative fiscal impact of development in Belmont, the Analysis proposed base special tax rates for General City Services. Rates were not proposed for fire services since development was projected to have a net positive fiscal impact on the Belmont Fire Protection District Fund. Staff plans to update the 2022 Fiscal Impact Analysis to ensure the proposed rates reflect current anticipated revenues and City expenses. The Analysis update will also analyze additional land uses not previously considered, including institutional uses such as the proposed Stanford campus at Notre Dame de Namur University.

The following Council actions are required to establish a City Services CFD. Step #1 may be done in preparation, with all subsequent steps triggered once a developer chooses to join the CFD to mitigate its impacts to City services.

- *Step #1: Adoption of Local Goals & Policies.* Under the Mello-Roos Act, the City must adopt local goals and policies before initiating proceedings to establish a CFD. The policies must include at least the following.
    - A statement of the priority that various kinds of public facilities and services will have for financing using this chapter, including public facilities to be owned and operated by other public agencies, including school districts, and services to be provided by other public agencies.
    - A statement concerning the credit quality to be required of bond issues, including criteria to be used in evaluating the credit quality.
    - A statement concerning steps to be taken to ensure that prospective property purchasers are fully informed about their taxpaying obligations imposed under this chapter.
    - A statement concerning criteria for evaluating the equity of tax allocation formulas and desirable and maximum amounts of special tax to be levied against any parcel pursuant to the Mello-Roos Act.
    - A statement of definitions, standards, and assumptions to be used in appraisals required by

the Mello-Roos Act.

- *Step #2: Adoption of Resolution of Intention.* The City Council must adopt a resolution declaring its intention to establish the CFD and the "Future Annexation Area." The resolution must include the following.
    - A description of the public services to be financed by the CFD, which should be broadly defined to ensure mitigation of the full range of potential development impacts.
    - The method for defining the special taxes to be paid by property owners annexing into the CFD, which should be calculated based on the costs of providing the CFD-funded services to the annexing property.
    - A boundary map showing the property to be included in the CFD initially as well as the Future Annexation Area.
    - A call for a public hearing, to be held 30-60 days after the adoption of the Resolution of Intention.

- *Step #3: Public Hearing*. The Mello-Roos Act requires that a public hearing be held at which interested persons may provide comments about (a) the establishment of the CFD and Future Annexation Area, (b) the boundaries of the CFD and the Future Annexation Area, or (c) the furnishing of specified types of public services. The City would not expect protests from the property owner who is voluntarily participating in the CFD formation process; therefore, the landowner would be the only party whose protest could halt the CFD formation proceedings. The Future Annexation Area formation process would be halted if more than 50% of the registered voters or the owners of more than 50% of the land in the City protested. Ahead of the hearing, staff would prepare a report containing a brief description of the public services by type which would be "required to adequately meet the needs of the district" and the estimated cost, including estimated administrative costs, of providing those services. The report would only address the initial property included in the CFD, not the property in the Future Annexation Area.

- *Step #4: Adopting Resolutions & Election.* After the public hearing, the City Council would consider the following resolutions.
    - Resolution of Formation, establishing the CFD and approving the special taxes to be levied on the initial property owner, subject to the landowner election.
    - Resolution Calling Election, calling a mail ballot election of the original landowner in the CFD. Immediately upon calling the election, the City Clerk would open the landowner ballot(s), because the Mello-Roos Act allows landowners to approve an accelerated election. Assuming the original landowner submits a favorable ballot, the City Council would then consider the following actions:
        - Resolution Declaring Election Results, in which the City Council would declare the results of the election and order recordation of a Notice of Special Tax Lien in the San Mateo County real property records.
        - Introduction of Special Tax Ordinance; the Mello-Roos Act requires special taxes to be levied by ordinance, and the Ordinance would levy taxes in the original boundaries of the CFD and any properties that annex into the CFD in the future.

- *Step #5: Adoption of the Special Tax Ordinance.*

**Analysis**

To create the preliminary groundwork necessary to form a Community Facilities District (CFD) to help fund essential City services for new development projects, City staff recommends that the City Council (1) amend the 2035 General Plan to include a CFD as an option for new developments to achieve fiscal neutrality and (2) adopt Local Goals and Policies. Both actions would advance Step #1 from above, with the remaining steps triggered once a developer chooses to join the CFD to mitigate its impacts to City services.

**General Plan Amendment**

The General Plan Amendment process is regulated by Belmont Zoning Code, Section 16 and Government Code Section 65350. The process is initiated by a Planning Commission public hearing, which was held October 3, 2023, and is followed by a City Council public hearing.

While the General Plan's current Goals and Polices address the need for new development to pay for its impacts on City infrastructure and services, they provide limited direction as to how that is accomplished. To provide better direction, the proposed modifications to the Land Use Element of the 2035 Belmont General Plan augment the current language, adding implementing actions that provide a guide as to how to accomplish the existing "pay your way" policy. These actions call for an evaluation of the cost impacts and establishing options for projects to mitigate their impacts, including opting into a CFD.

Additionally, the existing Goal 2.9 and associated policy language is renumbered under the heading of "Community Character and Design." While headings are mere catchlines indicating content and are not substantive nor do they add to or limit the content under the heading, staff believes this heading more aptly indicates the content of Goal 2.9 and its associated Policies.

The full text of the proposed General Plan Amendment is included in the resolution in *Attachment A* to this report.

**Adoption of Local Goals and Policies**

Under the Mello-Roos Act, the City Council must also adopt Local Goals and Policies before initiating proceedings to establish a CFD. This document, included in *Attachment B* to this report, lays out a broad list of public services and facilities eligible to be funded by CFD revenues, discusses bond financing procedures, and requires disclosures to subsequent property owners. In addition, it covers guidelines for establishing the special tax allocation formula and the process for a property owner to petition in to join the CFD for a new development. The Local Goals and Policies document is derived from a template and is generally intended to provide flexibility into the future.

**Planning Commission Review and Comments**

The Planning Commission's public hearing on the proposed General Plan amendment was held on October 3, 2023. At the hearing, three of the five seated Planning Commissioners were present. The

Planning Commission discussion centered around whether the CFD would impose a higher cost burden on new developments since existing developments would not pay into it. However, without offering a CFD as an option for new developments to achieve fiscal neutrality and barring other means for them paying for the additional City services required to serve them, the existing levels of City services would be diluted. The proposed amendment to the General Plan to include a CFD as an option to achieve fiscal neutrality streamlines the existing "pay your way" policy without altering the policy's intent. Ultimately, the Commission voted two in favor and one abstained on the resolution recommending the General Plan amendment to the Council.

**Next Steps**

Should the Council adopt the proposed General Plan amendment and Local Goals and Policies, staff will work with planning applicants to identify an initial property owner opting to form the CFD. Once formed, opting into the CFD will be an option for future development projects to achieve the fiscal neutrality required under the General Plan. In addition, staff plans to update the Fiscal Impact Analysis to reflect current conditions and to include an analysis of institutional land uses.

**Alternatives**

1. Take no action; staff will reconsider proceeding with CFD formation.
2. Provide alternative direction for funding of City services.

**Attachments**

A. General Plan Amendment Resolution
B. Local Goals and Policies Adoption Resolution
C. 2022 Fiscal Impact Analysis

**Fiscal Impact**

☐ No Fiscal Impact

☒ Funding Source Confirmed: A Mello-Roos CFD is a tool that can help generate locally-controlled revenue to support the provision of essential City services for new developments. The structure of this type of CFD would ensure that new development pays their fair share of the cost of City services. This revenue source would complement other impact fee revenues already in place that fund infrastructure such as parks and street improvements.

| **Source:** | **Purpose:** | **Public Outreach:** |
|---|---|---|
| Staff | Council Vision/Priority | Posting of Agenda |

# RESOLUTION NO. 2023 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT AMENDING THE LAND USE ELEMENT OF THE 2035 GENERAL PLAN TO AUGMENT THE EXISTING FISCAL NEUTRALITY POLICY FOR DEVELOPMENT AND INCLUDE A COMMUNITY FACILITIES DISTRICT (CFD) AS AN OPTION FOR NEW DEVELOPMENT TO ACHIEVE FISCAL NEUTRALITY**

WHEREAS, Goal 2.9 of the Land Use Element of the 2035 Belmont General Plan calls for "Foster[ing] new development that contributes positively to Belmont's built environment, provides benefits to the local community, and addresses potential impacts," with Policy 2.9-2 "requir[ing] that new development 'pays its way' so as to limit fiscal impacts on the City"; and,

WHEREAS, existing General Plan Goals and Polices address the need for new development to pay for its impacts on City infrastructure and services, but provide limited direction as to how that is accomplished; and,

WHEREAS, the proposed General Plan amendment, attached as Exhibit A, augments the current language, adding actions to provide a better guide to accomplishing the existing "pay your way" policy, including a City Services Community Facilities District (CFD) as an option for new developments to achieve fiscal neutrality; and,

WHEREAS, the City Council certified a programmatic Environmental Impact Report (EIR) on November 14, 2017 for the Belmont 2035 General Plan, Phase 1 Zoning, Belmont Village Specific Plan & Zoning, and Climate Action Plan project under Section 15168 of the CEQA Guidelines, and the proposed amendment will not have effects that were not examined in the EIR, no circumstances described in CEQA Guidelines section 15162(a)(1)-(3) have occurred since the City Council certified the EIR, and no further environmental document is required for this activity; and,

WHEREAS, on October 3, 2023, in accordance with Government Code Sections 65351, 65352.4, and 65353 and Belmont Zoning Ordinance Section 16.2.2, the Planning Commission held a public hearing where the proposed amendment was reviewed; and,

WHEREAS, on October 3, 2023, the Planning Commission, with three members present, adopted a resolution by a vote of two in favor and one abstaining finding the proposed amendment to be in the public interest and not a substantial amendment within the meaning of Government Code Section 65350.5.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The recitals above are true and correct.

SECTION 2. After reviewing all relevant evidence before the City Council, including the information provided in the staff reports and enclosures to the Planning Commission and City Council and the public hearings and testimony received, the Council incorporates herein by reference the staff report to the Council dated October 24, 2023, and adopts the analysis and

findings therein as its own findings relating to the amendment of the General Plan.

SECTION 3. The Council finds that the proposed General Plan amendment shown on Exhibit A is in the public interest, augments existing General Plan policy, is not a substantial amendment within the meaning of Government Code Section 65350.5, and that under CEQA Guideline Section 15168 no further environmental review is required.

SECTION 4. The Council amends the Land Use Element of the 2035 General Plan as shown in Exhibit A.

* * *

ADOPTED October 24, 2023 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

_____
City Clerk

_____
Mayor

APPROVED AS TO FORM:

_____
City Attorney

**EXHIBIT A**
**CITY COUNCIL RESOLUTION NO. 2023 –**

**AMENDMENTS TO THE LAND USE ELEMENT OF THE 2035 BELMONT GENERAL PLAN**

Text amendments are as follows (changes are indicated in red).

1. Move/renumber Goal 2.9 to new Goal 2.13.2, showing Goal 2.9 as "reserved" as follows:

GOAL 2.9*:* Reserved (former Goal 2.9 renumber 2.13.2)

2. Renumber Goal 2.13 and its associated policies and actions to 2.13.1 as follows:

GOAL 2.13.1: Enhance Belmont's character and image as a desirable community with distinct visual qualities, small-town character, and connections to nature and open space.

Policy 2.13.1-1: Ensure that new development is balanced with preservation of open space and natural features.

Action 2.13.1-1a: Establish development standards that will preserve natural features and characteristics, such as through clustering of development to preserve natural terrain and maximize open space areas around developments. Include development standards that balance protection of prominent vistas and ridgelines while allowing multi-family and single-family residential development projects, additions, and improvements to be completed, especially in the hillsides. These may also be addressed in updates to the San Juan Hills and Western Hills area plans. See Policy 2.14-1.

3. Insert former Goal 2.9 and its associated policy renumbered as 2.13.2 with amendments as follows:

Goal ~~2.9~~2.13.2: Foster new development that contributes positively to Belmont's built environment, provides benefits to the local community, and addresses potential impacts.

Policy ~~2.9-2.~~2.13.2-1: Require that new development "pays its way" so as to limit fiscal impacts on the City and limit dilution of public services and overburdening of public facilities, including funding public facilities and infrastructure that is deemed necessary to mitigate the impact of that new development and offsetting any increase in costs for City operations. While the defraying of such costs by new development would normally be expected, some projects may contribute to the community in ways that compensate for a negative fiscal impact.

Action 2.13.2-1a: Evaluate the ability of new development to pay for its infrastructure, its share of public and community facilities, and the incremental operating costs it imposes.

Action 2.13.2-1b: Establish options for new development to mitigate negative fiscal impacts, including a Community Facilities District (CFD) which may be formed to levy a special tax to fund the cost of certain additional services required by the new development but not funded by revenue generated from the development.

# RESOLUTION NO. 2023 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT ADOPTING LOCAL GOALS AND POLICIES FOR SPECIAL ASSESSMENT AND MELLO-ROOS COMMUNITY FACILITIES DISTRICT FINANCING**

WHEREAS, Section 53312.7(a) of the California Government Code requires that the City of Belmont consider and adopt local goals and policies concerning the use of the Mello-Roos Community Facilities Act of 1982 (the "Act") prior to the initiation of proceedings on or after January 1, 1994 to establish a new community facilities district ("CFD") under the Act; and,

WHEREAS, these Local Goals and Policies (the "Policies") provide guidance and conditions for the conduct by the City of proceedings for, and the issuance of bonds secured by special taxes levied in, a CFD established under the Act; and,

WHEREAS, the Policies are intended to be general in nature with specific details depending on the nature of each particular financing; and,

WHEREAS, the Policies are applicable to financings under the Act and are intended to comply with Section 53312.7 (a) of the Government Code and will not apply to any assessment financing or any certificate of participation or similar financings involving leases of or security in public property; and,

WHEREAS, the Policies are subject to amendment by the City Council at any time; and,

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The Local Goals and Policies for Community Facilities Districts attached as Exhibit A meet the requirements of the Act and are adopted by the Council for purposes of compliance with the Act, subject to further amendment by the Council as may be required from time to time.

SECTION 2. This resolution and the Local Goals and Policies for Community Facilities Districts is effective from and after the date of the adoption of this resolution.

SECTION 3. The Policies adopted by this resolution are preparatory to the creation of a government funding mechanism and do not involve any commitment to any specific project which may result in a potentially significant physical change in the environment and are therefore not a project subject to the California Environmental Quality Act (CEQA) under CEQA Guideline Section 15378(b)(4).

* * *

ADOPTED October 24, 2023 by the City of Belmont City Council by the following vote:

Ayes:
Noes:
Absent:
Abstain:

ATTEST:

City Clerk

Mayor

APPROVED AS TO FORM:

City Attorney

**EXHIBIT A**
**CITY COUNCIL RESOLUTION NO. 2023 –**

# CITY OF BELMONT
# LOCAL GOALS AND POLICIES FOR
# COMMUNITY FACILITIES DISTRICTS

## I. GENERAL.

Section 53312.7(a) of the California Government Code requires that the City of Belmont (the "City") consider and adopt local goals and policies concerning the use of the Mello-Roos Community Facilities Act of 1982 (the "Act") prior to the initiation of proceedings on or after January 1, 1994 to establish a new community facilities district ("CFD") under the Act.

These Local Goals and Policies for Community Facilities Districts (the "Policies") provide guidance and conditions for the conduct by the City of proceedings for, and the issuance of bonds secured by special taxes levied in, a community facilities district ("CFD") established under the Act. The Policies are intended to be general in nature; specific details will depend on the nature of each particular financing. The Policies are applicable to financings under the Act and are intended to comply with Section 53312.7 (a) of the Government Code. These Policies shall not apply to any assessment financing or any certificate of participation or similar financings involving leases of or security in public property. The Policies are subject to amendment by the City Council at any time.

## II. FINANCING PRIORITIES.

Eligible Facilities. The improvements eligible to be financed by a CFD must be owned by a public agency or public utility and must have a useful life of at least five years, except that up to five percent of the proceeds of an issue may be used for facilities owned and operated by a privately-owned public utility. The development proposed within a CFD must be consistent with the City's general plan and must have received any required legislative approvals such as zoning or specific plan approvals. A CFD shall not vest any rights to future land use on any properties, including those which are responsible for paying special taxes.

The list of eligible public facilities include, but are not limited to, the following:

- Streets
- Street lighting
- Traffic signals and safety lighting
- Landscaping on public property or in public easements
- Sanitary sewer facilities
- Storm drain facilities
- Flood control facilities
- Potable and reclaimed water facilities
- Utility relocations
- Elementary and secondary school sites and facilities
- Libraries
- Parks and recreational facilities
- Public utilities
- Cultural facilities
- Police and fire protection facilities
- Governmental facilities

It is acknowledged that the Act permits the financing of fee obligations imposed by governmental agencies the proceeds of which fees are to be used to fund public capital improvements of the nature listed above. The City will consider an application to finance fee obligations on a case-by-case basis. The City will prioritize financing fees to be paid to the City because of the administrative burden associated with financing fees payable to other local agencies.

The funding of public facilities to be owned and operated by public agencies other than the City shall be considered on a case-by-case basis. If the proposed financing is consistent with a public facilities financing plan approved by the City, or the proposed facilities are otherwise consistent with approved land use plans for the property, the City shall consider entering into a joint financing agreement or joint powers authority in order to finance these facilities. A joint agreement with the public agency that will own and operate any such facility must be entered into at the time specified in the Act.

A CFD may also be formed for the purpose of refinancing any fixed special assessment or other governmental lien on property, to the extent permitted under the Act, as applicable.

Priority Facilities. Priority for CFD financing of public facilities shall be given to public facilities which: (a) are necessary for development to proceed in an orderly fashion, or (b) are otherwise coordinated to correspond to the phasing of the related private development project. If appropriate, the City shall prepare a public facilities financing plan as a part of the specific plan or other land use document that identifies the public facilities required to serve a project, and the type of financing to be utilized for each facility. The City will attempt to schedule construction of CFD-financed facilities in a manner such that private development will not occur ahead of the installation of public infrastructure necessary to support that development.

Eligible Services; Priority Services. The services eligible to be financed by a CFD (the "Services") are those identified in the Act. Subject to the conditions set forth in the Act, priority for public services to be financed by a CFD shall be given to services which are (a) necessary for the public health, safety and welfare and (b) would otherwise be paid from the City's general fund. The City may finance services to be provided by another local agency if it determines the public convenience and necessity require it to do so, although the City prioritizes financing services to be provided by the City. If appropriate, the City shall prepare a public services financing plan as a part of the specific plan or other land use document that identifies the public services required to serve a project and the source of funding for each such service.

Eligible Private Facilities. Financed improvements may be privately-owned in the specific circumstances, and subject to the conditions, set forth in the Act.

## III. BOND FINANCINGS; CREDIT QUALITY.

Value-to-Public Lien Ratio. All CFD bond issues should have at least a three to one property value to public lien ratio after calculating the value of the financed public improvements to be

installed, unless otherwise specifically approved by the City Council as provided in Section 53345.8(b) or (c) of the Act. Property value may be based on either an appraisal (as described in VI below) or on assessed values as indicated on the county assessor's tax roll. The public lien amount shall include the bond issue currently being sold plus any public indebtedness secured by a lien on the properties to be taxed.

Entitlement Status. The City generally will require all major land use approvals and governmental permits necessary for development of land in the CFD to be substantially in place before bonds may be issued.

Reserve Fund. In most cases, a reserve fund equal to the lesser of (i) ten percent of the original proceeds of the bond issue, (ii) the maximum annual debt service on the bonds, or (iii) one hundred twenty-five percent of the average annual debt service on the bonds will be required for all bond issues where less than fifty percent of the buildable acreage has been developed. A smaller reserve fund may be required by the City in appropriate circumstances.

Failure to Meet Credit Criteria. Less than a three to one property value to public lien ratio, excessive tax delinquencies, or projects of uncertain economic viability may cause the City to disallow the sale of bonds or require credit enhancement prior to bond sale. The City may consider exceptions to the above policies for bond issues that do not represent an unusual credit risk, either due to credit enhancement or other reasons specified by the City, and/or which otherwise provide extraordinary public benefits, to the extent permitted by and subject to any applicable requirements of the Act.

If the City requires letters of credit or other security, the credit enhancement shall be issued by an institution, in a form and upon terms and conditions satisfactory to the City. Any security required to be provided by the applicant may be discharged by the City upon satisfaction of the applicable credit criteria specified by the City.

As an alternative to providing other security, and subject to federal tax law, the applicant may request that a portion of the bond proceeds be placed in escrow with a trustee or fiscal agent in an amount sufficient to assure the financing will meet the applicable credit criteria, including, but not limited to, meeting a value-to-lien ratio of at least three to one on the outstanding proceeds. The escrowed proceeds shall be released at such times and in such amounts as may be necessary to assure the applicable credit criteria has been met.

The City will require that bond financings be structured so that bonds are purchased and owned by suitable investors. For example, the City may require placement of bonds with a limited number of sophisticated investors, large bond denominations and/or transfer restrictions in situations where there is an insufficient value-to-lien ratio, where a substantial amount of the property within a CFD is undeveloped, where tax delinquencies are present in parcels within the CFD, and in any other situation identified by the City.

## IV. DISCLOSURES

Purchasers of Property. As a minimum, any disclosures mandated by applicable state law to inform prospective purchasers of their obligations under the CFD shall apply to each CFD. In addition, there may be additional requirements mandated by the City for particular kinds of financings on a case-by-case basis. The City may prescribe specific forms to be used to disclose the existence and extent of obligations imposed by CFD.

Disclosure Requirements for the Resale of Lots. The City shall provide a notice of special taxes to sellers of property (other than developers) which will enable them to comply with their notice requirements under Section 1102.6 of the Civil Act. This notice shall be provided by the City within five working days of receiving a written request for the notice. A reasonable fee may be charged for providing the notice, not to exceed any maximum fee specified in the Act.

Continuing Bond Disclosure. In those circumstances identified by a bond underwriter, landowners in the CFD will need to agree to provide: (i) initial disclosure at the time of issuance of any bonds; and (ii) annual disclosure as required under Rule 15c2-12 of the Securities Exchange Commission until the special tax obligation of the property owned by such owner drops below the ownership threshold identified by the bond underwriter.

## V. EQUITY OF SPECIAL TAX FORMULAS AND MAXIMUM SPECIAL TAXES

Minimum Special Tax Levels. Special tax formulas shall provide for minimum special tax levels which satisfy the following payment obligations of a CFD: (a) 110 percent gross debt service coverage for all CFD bonded indebtedness, (b) the administrative expenses of the CFD, and (c) amounts equal to the differences between expected earnings on any escrow fund and the interest payments due on related bonds of the CFD.

In addition, the special tax formula may provide for the following to be included in the special tax levels: (a) any amounts required to establish or replenish any reserve fund established in association with the indebtedness of the CFD, (b) the accumulation of funds reasonably required for future debt service, (c) amounts equal to projected delinquencies of special tax payments, (d) the costs of remarketing, credit enhancement and liquidity facility fees, (e) the cost of acquisition, construction, furnishing or equipping of authorized Facilities, (f) lease payments for existing or future facilities, (g) costs associated with the release of funds from an escrow account, (h) the costs of Services, and (i) any other costs or payments permitted by law.

Equity of Special Tax Allocation Formula. The special tax formula shall be reasonable in allocating the CFD's payment obligations to parcels within the CFD. Exemptions from the special tax may be given to parcels which are publicly owned, are held by a property owners' association, are used for a public purpose such as open space or wetlands, are affected by public utility easements making impractical their utilization for other than the purposes set forth in the easements, or have insufficient value to support bonded indebtedness.

Aggregate Tax Burden. The total projected non-residential property tax levels for any CFD (including ad valorem taxes, any maintenance, landscaping or other impositions on the land in the CFD and other similar annual government charges levied on parcels in the CFD, but excluding property owners' association annual levies and as to any special tax levies, based on the expected special tax rates and not any "back-up" special taxes) must be reasonable, and will be considered by the City Council on a case-by-case basis.

The total projected residential property tax levels (including ad valorem taxes, any maintenance, landscaping or other impositions on the land in the CFD and other similar annual government charges levied on parcels in the CFD, but excluding homeowners' association annual levies and as to any special tax levies, based on the expected special tax rates and not any "back-up" special taxes) for any CFD (or, if a CFD has multiple improvement areas, for each improvement area and not the entire CFD) shall not exceed the lesser of (i) 2.0% of the estimated sales prices of the respective homes to be constructed in the CFD (with such prices to be determined by reference to an absorption study or appraisal prepared for the CFD or such other information as the City shall determine), or (ii) any maximum specified in the Act. The annual increase, if any, in the maximum special tax for any parcel shall not exceed any maximum specified in the Act. The increase in the special tax levied on any residential parcel as a consequence of delinquency or default by the owner of any other parcel shall not exceed any maximum specified in the Act.

Levy on Entire Parcels. Special taxes will only be levied on an entire county assessor's parcel, and any allocation of special tax liability of a county assessor's parcel to leasehold or possessory interest in the fee ownership of such county assessor's parcel shall be the responsibility of the fee owner of such parcel and the City shall have no responsibility therefore and has no interest therein. Failure of the owner of any county assessor's parcel to pay or cause to be paid any special taxes in full when due, shall subject the entire parcel to foreclosure in accordance with the Act.

Feasibility Analysis. The City may retain a special tax consultant to prepare a report which: (a) recommends a special tax for the proposed CFD, and (b) evaluates the special tax proposed to determine its ability to adequately fund identified public facilities, City administrative costs, services (if applicable) and other related expenditures. Such analysis shall also address the resulting aggregate tax burden of all proposed special taxes plus existing special taxes, ad valorem taxes and assessments on the properties within the CFD.

## VI. APPRAISALS

The definitions, standards and assumptions to be used for appraisals shall be determined by City staff on a case-by-case basis, with input from City consultants and CFD applicants, and by reference to relevant materials and information promulgated by the State of California (including, but not limited to, the California Debt Investment and Advisory Commission). The appraiser shall be selected by or otherwise acceptable to the City, and the appraisal shall be coordinated by and under the direction of, or otherwise as acceptable to, the City.

The appraisal must be dated within three months of the date the bonds are priced, unless the City Council determines a longer time is appropriate.

All costs associated with the preparation of the appraisal report shall be paid by the entity requesting the establishment of the CFD, if applicable, through the advance deposit mechanism described below.

## VII. CITY PROCEEDINGS.

Petition. For new development projects, a petition meeting the requirements of the applicable authorizing law will be required. The applicant is urged to obtain unanimous waivers of the election waiting period. In applying to the City for formation of a CFD, the applicant must specify any reasonably expected impediments to obtaining petitions, including from co-owners and/or lenders of record (where required). Waiver of the petition shall be made only upon showing of extraordinary hardship. For existing development, petitions are preferred, but may be waived, depending on the nature of the project and degree of public importance.

Deposits and Reimbursements. All City staff and consultant costs incurred in the evaluation of CFD applications and the establishment of the CFD will be paid by the entity, if any, requesting the establishment of the CFD by advance deposit increments. The City shall not incur any expenses for processing and administering a CFD that are not paid by the applicant or from CFD bond proceeds. In general, expenses not chargeable to the CFD shall be directly borne by the proponents of the CFD.

Any petition for formation of a CFD shall be accompanied by an initial deposit in the amount determined by the City to fund initial staff and consultant costs associated with CFD review and implementation. If additional funds are needed to off-set costs and expenses incurred by the City, the City shall make written demand upon the applicant for such funds. If the applicant fails to make any deposit of additional funds for the proceedings, the City may suspend all proceedings until receipt of such additional deposit.

The City shall not accrue or pay any interest on any portion of the deposit refunded to any applicant or the costs and expenses reimbursed to an applicant. Neither the City nor the CFD shall be required to reimburse any applicant or property owner from any funds other than the proceeds of bonds issued by the CFD or special taxes levied in the CFD.

Representatives. The City and the applicant shall each designate a representative for each financing district proceeding. The representatives shall be responsible for coordinating the activities of their respective interests and shall be the spokespersons for each such interest. The purpose of this requirement is to avoid duplication of effort and misunderstandings from failure to communicate effectively. In the case of the City, it allows the City's consultants to report to a single official who will, in turn, communicate with other staff members.

Time Schedule. The final schedule of events for any proceeding shall be determined by the City, in consultation with its financing team and the applicant. Any changes will require

approval by the appropriate City official. Time schedules will (unless specific exceptions are allowed) observe established City Council meeting schedules and agenda deadlines. To the extent possible, financings will be scheduled to allow debt service to be placed on the tax rolls with a minimum of capitalized interest.

## VIII. FINANCING TERMS

All terms and conditions of any CFD bonds shall be established by the City. The City will control, manage and invest all CFD issued bond proceeds. Each bond issue shall be structured to adequately protect bond owners and to not negatively impact the bonding capacity or credit rating of the City through the special taxes, credit enhancements, foreclosure covenant, and reserve funds.

All statements and material related to the sale of bonds shall emphasize and state that neither the faith, credit nor the taxing power of the City is pledged to security or repayment of the Bonds. The sole source of pledged revenues to repay CFD bonds are special taxes, bond proceeds and reserve funds held under the bond document, and the proceeds of foreclosure proceedings and additional security instruments provided at the time of bond issuance.

The City shall select all consultants necessary for the formation of the CFD and the issuance of bonds, including the underwriter(s), bond counsel, disclosure counsel, financial advisors, appraiser, market absorption/pricing consultant and the special tax consultant. Prior consent of the applicant shall not be required in the determination by the City of the consulting and financing team.

## IX. EXCEPTIONS TO THESE POLICIES

The City may find in limited and exceptional instances that a waiver to any of the above stated policies is reasonable given identified special benefits to be derived from such waiver. Such waivers only will be granted by action of the City Council.

# CITY OF BELMONT

*Report For:*

## Fiscal Impact Analysis of Future Development

**January 2022**

Prepared by:

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# SECTION 1 | INTRODUCTION

The City of Belmont ("City") is undertaking a comprehensive review of the net fiscal impact to its General Fund ("General Fund") and Fire Protection District Fund ("FPD Fund") in anticipation of projected future development within the City. A review of the revenues expected to be generated by projected development, as compared with expenditures the City will incur to provide certain public services, reveals that projected Single-Family Residential ("SFR"), Townhome ("Townhome"), Multi-Family Residential ("MFR"), and Affordable Housing ("Affordable Housing") development within the City will have a negative fiscal impact on the City's General Fund, whereas Commercial ("Commercial") and Industrial ("Industrial") development is expected to have a positive fiscal impact. Projected Affordable Housing development will have a negative fiscal impact on the City's FPD Fund, whereas SFR, Townhome, MFR, Commercial, and Industrial development is expected to have a positive fiscal impact. To offset negative fiscal impacts created by projected development, the City should consider establishing a funding source through a special financing district.

This fiscal impact analysis will provide background information, applicable financial information and analyses, and recommended actions for the City's consideration. To accomplish these objectives, this report includes the following information:

- **Background Information.** The introductory portion of the report focuses on the City and public services/operations under review. Existing development information is also addressed in this section.
- **Revenues.** The revenue section of the report identifies the various revenue sources and the potential recurring revenues, given certain reasonable assumptions.
- **Expenditures.** The expenditure section of the report identifies the estimated recurring cost burden placed upon the City's operations.
- **Fiscal Impact.** Using projected development's identified revenues and expenditures, this section of the report identifies the overall fiscal impact on the City's operations. Fiscal impacts are addressed on a land use category basis using either a per dwelling unit, building square foot, lot square foot, or acre factor.
- **Recommendations.** The report concludes with a summary of fiscal analysis findings and recommendations for the City's consideration.

# SECTION 2 | BACKGROUND

As part of the overall decision-making process to move forward with proposed development, it is important to evaluate the contributions and demands that future development will place upon a public agency's operating funds. This analysis seeks to determine the fiscal impact of future development throughout the City and the accompanying impact placed upon the City's General Fund and FPD Fund.

The General Fund is used to account for all revenues and expenditures necessary to carry out basic governmental activities of the City that are not accounted for through other funds. The General Fund includes, but is not limited to, such activities as police protection, parks operations and maintenance, and legal and administrative services.

The Belmont Fire Protection District ("FPD") was formed as an independent district in 1928, providing fire service to the City. As of the date of this report, the FPD provides fire protection services to the City and the unincorporated Harbor Industrial Area as a member agency of the San Mateo Consolidated Fire Department Joint Powers Authority ("SMC" or "JPA"), along with the cities of San Mateo and Foster City. As a subsidiary district, the City Council ("City Council") assumes governance as the FPD Board of Directors. The FPD receives a segregated share of the 1% property tax revenue within its boundaries and is not subsidized by City's General Fund revenues. The purpose of the FPD Fund is to account for the FPD's activities. Of note, the City's financial contribution to the SMC's operation is approximately 20% of the JPA's total operating expenses.

To determine the anticipated fiscal impacts placed upon the City, this fiscal impact analysis is designed to quantify the approximate cost of providing services to its projected future population.

## Analysis Methodology

The revenue portion of the fiscal impact analysis focuses on various taxes, fees, and other City revenues collected to fund ongoing operational costs. The expenditure portion of the fiscal impact analysis focuses on recurring expenditures incurred by the City to provide ongoing services to its population.

This analysis utilizes data from various sources including, but not limited, to the California Department of Finance, the Association of Bay Area Governments, the Metropolitan Transportation Commission, and the General Plan and financials of the City. Data sources are detailed where applicable in this report. Current-day dollar values are used in this analysis due to the inability to project with accuracy revenues and expenditures at the time of buildout. The rounding of decimals may cause marginal variances between calculated and listed figures that appear in this report.

There are several industry-accepted methods for allocating a public agency's recurring revenues and expenditures to future development. This fiscal analysis largely focuses on two industry-standard approaches: the case study approach and the multiplier approach. Both approaches are described below.

### CASE STUDY APPROACH

When data used in a fiscal impact analysis is specific to the analysis itself and is not dependent upon industry-accepted generalized multipliers such as the number of residents, employees, etc., the case study approach is utilized. The case study approach relies on development-specific data to estimate the fiscal

impacts created from projected future development. Data used in the case study approach may include anything applicable to the future projections, including assessed valuations, property turnover rates, residential and employee populations, household incomes, estimated sales, and taxable expenditures.

### MULTIPLIER APPROACH

The multiplier approach is used in a fiscal impact analysis when relationships between projected future development and revenues or expenditures generated from projected future development are difficult to quantify. This approach anticipates that certain revenues and expenditures are indicators of future anticipated revenues and expenditures, which can be quantified based on changes in, for example, the number of persons served by a public agency. To apply the multiplier approach, the fiscal analysis determines an average revenue or expenditure amount based upon a per person served basis. Depending on the type of revenue or expenditure, persons served can include residents, employees, or a combination of both.

## Current City Persons Served

To best apply the multiplier approach in this fiscal impact analysis, and to allocate applicable revenues and expenditures, population information is utilized.

### RESIDENTIAL POPULATION

Current residential population data was obtained from the California Department of Finance ("CA DOF"). Per the California Department of Finance, as of 2021 the residential population of the City is 26,470.

### EMPLOYEE POPULATION

Current employee population data was obtained from the Plan Bay Area Projections Report ("PBA Report") authored by the Association of Bay Area Governments ("ABAG") and Metropolitan Transportation Commission ("MTC"). The Plan provides public agencies a policy-based roadmap for accommodating projected household and employment growth in San Mateo County ("County") and eight other counties within California's Bay Area. Employment and household growth projections were modeled using data collected by the ABAG, MTC, CA DOF, and reference the General Plan and development policies of the City. Projected growth figures provided in the PBA Report are specific to the City or Central San Mateo County, which is comprised of the City, and the cities of Half Moon Bay, Hillsborough, San Mateo, Foster City, and a portion of Burlingame.

Per data collected by ABAG and MTC, in 2020 the employee population of the City was 9,240. The PBA Report projects that within Central San Mateo County the City's employee population (i.e., number of jobs within the City) will grow annually by approximately 0.30% between the years 2020 and 2050. Using the 2020 employee population and projected annual growth rate, this analysis estimates that as of 2021 the employee population of the City is 9,268.

### PERSONS SERVED

Using residential and employee population estimates, the total number of persons served within the City can be determined. When establishing the total number of persons served within the City, this analysis recognizes that an employee population does not have the same impact on demand for public services as a

residential population. This is especially true for the portion of the employee population which works within the City but resides outside of its boundaries. While the exact service-demand relationship between an employee and a resident is difficult to quantify with accuracy, an industry-standard correlation of one-half employee to one resident is commonly used. This 50% adjustment suggests that a resident will have twice the impact on a public agency's revenues and demand for services than that of an employee within the City. The 50% adjustment also seeks to account for employees included within the identified employee population count that are also residents of the City. Applying the 50% adjustment to the City's existing employee population base, the total number of persons served within the City is shown in the following table.

**TABLE 1. CURRENT PERSONS SERVED**

| Description | Total |
|---|---|
| Current Residential Population [1] | 26,470 |
| Current Employee Population [2] | 9,268 |
| Adjusted Employee Population [3] | 4,634 |
| **Persons Served [4]** | **31,104** |

(1) Per CA DOF.
(2) 2020 Employee Population per PBA Report adjusted to 2021.
(3) Current Employee Population adjusted by 50%.
(4) Equal to (Current Residential Population) + (Adjusted Employee Population).

## Future City Persons Served

### PLANNED DEVELOPMENT WITHIN THE CITY

There are various residential, nonresidential, and mixed-use developments in the progress or set to begin within the next few years. The name and location of these developments, as provided by the City, are detailed in the following table.

**TABLE 2. PLANNED DEVELOPMENTS**

| Description [1] |
|---|
| 1300 El Camino Real - Mixed Use (Firehouse Square) |
| 1325 Old County Road - Mixed Use (Artisan Crossing A.k.a. Windy Hill) |
| 2 Davis Drive - Office/Research & Fire Station |
| 580 Masonic Way - Apartment Units |
| 608 Harbor Boulevard - Apartment Units |
| 800 Laurel Avenue - Townhomes |
| 800-803 Belmont Avenue - Apartment Units |
| 815 Old County Road - Apartment Units |
| 900 Camino Real - Affordable Housing (Hill St. @ ECR) |
| 601-625 Harbor/1421 Old County Road |
| 1301 Shoreway Drive |
| 300-400 Island Parkway & 800 Concourse Drive |

The following table details the anticipated amount of Single-Family Residential ("SFR"), Townhomes ("Townhome"), Multi-Family Residential ("MFR"), Affordable housing ("Affordable Housing"), Commercial ("Commercial"), and Industrial ("Industrial") development that will result from the developments detailed in Table 2.

**TABLE 3. PLANNED DEVELOPMENT DETAIL**

| Development Type | Unit Count | Unit |
|---|---|---|
| SFR | 0 | Units |
| Townhome | 31 | Units |
| MFR | 567 | Units |
| Affordable Housing | 329 | Units |
| Commercial | 9,750 | Building Sq. Ft. |
| Industrial | 1,546,000 | Building Sq. Ft. |

To determine the increase in the residential and employee population that will result from planned development within the City, this analysis considers average persons per household and average employees per building square feet. Per the PBA Report, on average there are 2.46 persons per household in the City. This figure is assigned to SFR and Townhome development, reduced by 20%, and assigned as the average household size of MFR and Affordable Housing development. The reduction seeks to account for MFR and Affordable Housing generally having smaller footprints than Townhome and SFR developments, and thus less capacity to house the same number of persons. Per a Non-residential Analysis prepared by ABAG ("ABAG Non-residential Analysis"), on average Commercial property employs one

person for every 571 building square feet and Industrial property employs one person for 821 building square feet. Given these densities, the increase in residents and employees that will result from planned development once fully built out is calculated in the following table.

**TABLE 4. PLANNED DEVELOPMENT RESIDENTS & EMPLOYEES**

| Development Type | Unit Count | Unit | Density | Resident/ Employee Count (1) |
|---|---|---|---|---|
| SFR | 0 | Units | 2.46 Residents per Unit (2) | 0 |
| Townhome | 31 | Units | 2.46 Residents per Unit (2) | 76 |
| MFR | 567 | Units | 1.97 Residents per Unit (2) | 1,117 |
| Affordable Housing | 329 | Units | 1.97 Residents per Unit (2) | 648 |
| **Residential Total** | **927** | | | **1,841** |
| Commercial | 9,750 | Building Sq. Ft. | 571 Building Sq. Ft. per Employee (3) | 17 |
| Industrial | 1,546,000 | Building Sq. Ft. | 821 Building Sq. Ft. per Employee (3) | 1,883 |
| **Non-Residential Total** | **1,555,750** | | | **1,900** |

(1) For Townhome, MFR, and Affordable Housing development, equal to (Unit Count) x (Density). For Commercial and Industrial development, equal to (Unit Count) / (Density).
(2) Per PBA Report. MFR and Affordable Housing density equal to 80% of SFR Density.
(3) Per ABAG Non-residential Analysis.

## FUTURE RESIDENTIAL POPULATION

Per the CA DOF, as of January 1, 2021, there were 11,140 households in the City. The PBA Report projects that between 2020 and 2050, the number of households in the City will grow annually by approximately 0.90%. This equates to a total growth in households of 3,305 units, as shown in the following table. Of note, this analysis assumes that the increase in residential units resulting from currently planned development is included in the total projected increase in households.

**TABLE 5. FUTURE HOUSEHOLD GROWTH**

| Description | Total |
|---|---|
| 2021 Number of Households (1) | 11,140 |
| Annual Growth Rate (2) | 0.90% |
| 2050 Number of Households | 14,445 |
| **Increase in Households (3)** | **3,305** |

(1) Per CA DOF.
(2) Per PBA Report, average annual growth rate between 2020 and 2050.
(3) Includes households identified in Table 4.

To allocate the increase in households not attributable to currently planned development to the residential categories considered in this report, the San Francisco Bay Area Regional Housing Needs Allocation for 2023-2031 ("RHNA") authored by ABAG. The RHNA details how housing constructed between 2023 and 2031 must be allocated to above moderate-income, moderate-income, low-income, and very low-income households within each Bay Area city. For purposes of this analysis, the allocation of future housing within the City to each income category is assumed to apply to housing construction through 2050, and is allocated to projected SFR, Townhome, MFR, or Affordable Housing residential development. Given allocations provided by the RHNA and previously identified residential densities, the future number of residents within the City is calculated in the following table.

**TABLE 6. FUTURE RESIDENTIAL POPULATION**

| Development Type | Planned Development Unit Count (1) | Remaining Development Unit Count (2) | Total Residential Unit Count | Increase in Residents (3) |
|---|---|---|---|---|
| SFR | 0 | 195 | 195 | 481 |
| Townhome | 31 | 586 | 617 | 1,519 |
| MFR | 567 | 947 | 1,514 | 2,982 |
| Affordable Housing | 329 | 650 | 979 | 1,929 |
| **Totals** | **927** | **2,378** | **3,305** | **6,911** |
| **2021 Residential Population (4)** | | | | **26,470** |
| **2050 Residential Population (5)** | | | | **33,381** |

(1) Identified in Table 4.
(2) Of projected increase in households not attributable to planned development, 27% dedicated to Affordable Housing, 40% to MFR, 25% to Townhome, and 8% to SFR development. Percentages are estimated based on information provided in the RHNA.
(3) Equal to (Total Unit Count) x (Densities identified in Table 4).
(4) Identified in Table 1.
(5) Equal to (Total Increase in Residents) + (2021 Residential Population).

## FUTURE EMPLOYEE POPULATION

The PBA Report projects that between 2020 and 2050, the City's employee population will grow annually by approximately 0.30%, which equates to an increase of approximately 900 employees. However, based solely on currently planned development detailed in Tables 3 and 4, the Commercial employee population is projected to grow by 17 and the Industrial employee population is projected to grow by 1,883, which totals to an increase of 1,900 employees. This analysis recognizes that through the year 2050, the Commercial employee population will grow beyond what will result from currently planned development. To estimate this growth, the increase in employee population projected by the PBA Report is considered along with the percentage of vacant land zoned for non-residential use that will be dedicated to Commercial development. Per County Secured Roll data dated January 2021, of the vacant land zoned for non-residential use, approximately 55% will be dedicated to Commercial development and 44% to Industrial development. Thus, this analysis assumes that of the projected growth in the employee population identified in the PBA Report, 55% will result from Commercial development beyond that which

is currently planned. It is assumed that the Industrial employee population will grow only marginally beyond what will result from currently planned development.

**TABLE 7. FUTURE EMPLOYEE POPULATION**

| Description | Total |
|---|---|
| 2050 Employee Population [1] | 11,663 |

(1) Equal to (Growth in Commercial Employee Population identified in Table 4) + (Projected Growth in Employee Population identified in PBA Report x 55%).

## FUTURE PERSONS SERVED

Using projected future residential and employee population estimates, the total number of future persons served within the City can be determined. Applying the 50% adjustment (described earlier in this report) to the City's projected future employee population, the total number of future persons served within the City is provided in the following table.

**TABLE 8. FUTURE PERSONS SERVED**

| Description | Total |
|---|---|
| Future Residential Population [1] | 33,381 |
| Future Employee Population | 11,663 |
| Adjusted Future Employee Population [2] | 5,832 |
| **Future Persons Served [3]** | **39,213** |

(1) Identified in Table 6.
(2) Adjusted to reflect 50% of the Future Employee Population.
(3) Equal to (Future Residential Population) + (Adjusted Future Employee Population).

## CHANGE IN PERSONS SERVED

A summary of the change in persons served as a result of projected future development within the City is presented in the following table.

**TABLE 9. CHANGE IN PERSONS SERVED**

| Description | Total |
|---|---|
| Change in Residential Population | 6,911 |
| Change in Employee Population [1] | 2,395 |
| **Change in Persons Served** | **8,109** |

(1) Reflects change in employee population prior to application of 50% adjustment.

# SECTION 3 | REVENUE ESTIMATE

The City relies on revenue received from several sources. Much of the City's operating revenue is derived from property taxes, sales taxes, property taxes in lieu of vehicle license fees, property transfer taxes (i.e., documentary transfer taxes), and various other taxes and fees. The case study approach is used to determine the estimated property tax revenue generated from projected future development within the City, and the multiplier approach is used to allocate certain types of other revenue the City receives.

## Property Tax Revenue

Under California law, non-exempt property pays an *ad valorem* property tax equal to 1% of the assessed value of the property. Any additional voter-approved taxes or assessments will result in a total property tax rate burden that can exceed 1% of the property's assessed value. The property tax revenue received from the 1% *ad valorem* property tax rate is then allocated to various overlapping public agencies based upon their authorized allocation for each Tax Rate Area ("TRA"). Across the City's various TRAs, of the 1% *ad valorem* property tax collected from property within its boundaries, the City receives approximately 7.32% for its general operations (accounted for in the General Fund) and approximately 16.06% for its FPD operations (accounted for in the FPD Fund).

Currently, some parcels are within the City's Sphere of Influence ("SOI") but outside of the City's jurisdiction ("SOI Parcels"). These SOI Parcels generate property tax revenue for the City's FPD but not for the City's general operations. This analysis assumes that future development that takes place within SOI Parcels will occur after said parcels are annexed into the City. In 2019, the City annexed SOI Parcels that will contain the 1325 Old Country Road development identified previously in Table 4 ("Artisan Crossing"). Artisan Crossing is projected to develop into a mixed-use development composed of 212 MFR units, 38 Affordable Housing units, and 3,000 building square feet of commercial property. A resolution passed by the County Board of Supervisors in 2019 set the property tax increment factor to the City (i.e., the allocation of the 1% *ad valorem*) to approximately 9.66%. This analysis considers the tax increment factor of Artisan Crossing where applicable.

The City has indicated that any future annexations will have a tax sharing agreement with the County different from that negotiated through the annexation of the Artisan Crossing parcels. As such, this analysis makes no assumptions as to the details of future tax sharing agreements between the City and the County and assumes any development outside of the Artisan Crossing parcels will occur within the City boundary where the City receives approximately 7.32% of the 1% *ad valorem* property tax. The City has also indicated that it received approval to defease outstanding Redevelopment Agency ("RDA") debt obligations and will be dissolving its existing Successor Agency before June of 2022. As such, this analysis excludes the effect of existing RDA debt obligations on the City's allocation of the 1% *ad valorem* property tax.

The total assessed value of the City's projected future development, the projected future development's incremental assessed value, and the amount of property tax revenue expected to be generated for the City by projected future development is calculated in the following pages.

## RESIDENTIAL DEVELOPMENT

Property is subject to the 1% *ad valorem* tax rate unless it can qualify for an exemption under existing California laws. Certain types of property that are granted this property tax exemption, also known as the Welfare Exemption, include hospitals, universities, churches, affordable housing, and other non-profits. If the Welfare Exemption is granted, the property will not be subject to the 1% *ad valorem* property tax. However, the property may still be subject to other assessments, taxes, and charges levied by local governments. Future SFR, Townhome, and MFR development will be subject to the 1% *ad valorem* property tax rate, whereas future Affordable Housing development will likely qualify for the Welfare Exemption and not be subject to the 1% *ad valorem* property tax.

To calculate the amount of property tax revenue projected to be generated for the City by future SFR, Townhome and MFR development, the median sales price of each property type as of October 2021 is considered. For purposes of this analysis, it is assumed that all residential units will apply and qualify for a Homeowner Exemption which reduces the assessed value of each unit by $7,000.

**TABLE 10. TOTAL ASSESSED VALUE OF RESIDENTIAL DEVELOPMENT**

| Description | SFR | Townhome | MFR | MFR – Art Crossing |
|---|---|---|---|---|
| Median Price per Unit (1) | $2,204,000 | $899,000 | $687,331 | $687,331 |
| Homeowner Exemption | 7,000 | 7,000 | 7,000 | 7,000 |
| Assessable Value per Unit (2) | 2,197,000 | 892,000 | 680,331 | 680,331 |
| Unit Count (3) | 195 | 617 | 1,302 | 212 |
| **Total Assessed Value (4)** | **$429,079,392** | **$550,281,246** | **$885,566,777** | **$144,230,172** |

(1) SFR sales price data drawn from Zillow.com Home Value Index for the City. Townhome sales price data drawn from Movoto.com Market Trends and Statistics. MFR price estimated using listing price data drawn from the online real estate marketplace LoopNet.com. Listing price data of MFR property for sale within the City and the cities of Burlingame, San Carlos, San Mateo, and Redwood City was used in this analysis. Figures reflect market conditions as of October 2021 and are subject to fluctuation.
(2) Equal to (Median Price per Unit) – (Homeowner Exemption).
(3) Calculated in Table 6. Unit Count of MFR – Artisan Crossing parcels drawn from the Artisan Crossing Development Plan authored by BDE Architecture.
(4) Equal to (Assessable Value per Unit) x (Unit Count).

Undeveloped land zoned for residential use currently generates a level of property tax revenue for the City. For purposes of assigning current assessed value to property that will contain projected future SFR, Townhome, and MFR development, County Secured Roll data dated January 1, 2021, was analyzed to determine the estimated number of acres per unit of SFR development and MFR development within the City. This analysis assumes that Townhome units will have a density equal to 70% of an average SFR unit and that Affordable Housing units will have the same density as MFR Units.

**TABLE 11. RESIDENTIAL HOUSING DENSITY**

| Description [1] | Value |
|---|---|
| Acres per SFR Unit | 0.1510 |
| Acres per Townhome [2] | 0.1057 |
| Acres per MFR Unit | 0.0250 |
| Acres per Affordable Housing Unit [3] | 0.0250 |

(1) Acres per SFR and MFR unit per County Secured Roll data dated January 2021.
(2) Equal to (Acres per SFR Unit) x (70%). Estimated, subject to change.
(3) Equal to Acres per MFR Unit.

The total acreage and assessed value of undeveloped property projected to develop into projected future residential property in the City is detailed in the following table.

**TABLE 12. UNDEVELOPED RESIDENTIAL ACREAGE AND ASSESSED VALUE**

| Description | Value |
|---|---|
| Undeveloped Residential Acreage [1] | 130.48 |
| Undeveloped Residential Acreage Assessed Value [1] | $43,250,085 |
| Artisan Crossing Parcels Acreage – MFR Portion [2] | 1.69 |
| Artisan Crossing Parcels Assessed Value – MFR Portion [2] | $15,334,307 |

(1) Per County Secured Roll data dated January 2021. Reflects undeveloped parcels with residential use codes and 65% of parcels with no assigned use code.
(2) Estimated based on the portion of the development projected to house 212 MFR units and the total assessed value of Artisan Crossing parcels.

The estimated residential densities calculated in Table 11 are used to estimate the amount of undeveloped acreage, and accompanying assessed value, zoned for residential use that will develop and contain projected future residential development, as shown in the following table.

**TABLE 13. CURRENT ASSESSED VALUE OF FUTURE RESIDENTIAL DEVELOPMENT**

| Description | SFR | Townhome | MFR | MFR – Artisan Crossing [1] |
|---|---|---|---|---|
| Unit Count [2] | 195 | 617 | 1,302 | 212 |
| Acres per Unit [3] | 0.1510 | 0.1057 | 0.0250 | N/A |
| Acreage Projected to Develop [4] | 29.49 | 65.21 | 32.54 | 1.69 |
| % of Total Undeveloped Acreage Projected to Develop [5] | 22.60% | 49.98% | 24.94% | N/A |
| **Current Assessed Value [6]** | **$9,774,519** | **$21,616,392** | **$10,786,571** | **$15,334,307** |

(1) Information for MFR – Artisan Crossing units specific to Artisan Crossing development.
(2) Identified in Table 10.
(3) Identified in Table 11.
(4) Equal to (Unit Count) x (Acres per Unit).
(5) Equal to (Acreage Projected to Develop) / [(Undeveloped Residential Acreage) or (Artisan Crossing Parcels Acreage – MFR Portion), identified in Table 12].
(6) Equal to (% of Total Undeveloped Acreage Projected to Develop) x [(Undeveloped Residential Acreage Assessed Value) or (Artisan Crossing Parcels Assessed Value – MFR Portion), identified in Table 12].

The incremental assessed value of projected future residential development within the City is calculated in the following table.

**TABLE 14. INCREMENTAL ASSESSED VALUE OF FUTURE RESIDENTIAL DEVELOPMENT**

| Description | SFR | Townhome | MFR | MFR – Artisan Crossing |
|---|---|---|---|---|
| Total Future Development Assessed Value [1] | $429,079,392 | $550,281,246 | $885,566,777 | $144,230,172 |
| Current Assessed Value [2] | 9,774,519 | 21,616,392 | 10,786,571 | 15,334,307 |
| **Incremental Assessed Value [3]** | **$419,304,873** | **$528,664,854** | **$874,780,206** | **$128,895,865** |

(1) Calculated in Table 10.
(2) Calculated in Table 13.
(3) Equal to (Total Future Development Assessed Value) - (Current Assessed Value).

The amount of property tax revenue expected to be generated by projected residential development is presented in the following table.

**TABLE 15. PROPERTY TAX REVENUE GENERATED BY FUTURE RESIDENTIAL DEVELOPMENT**

| Description | SFR | Townhome | MFR | MFR – Artisan Crossing |
|---|---|---|---|---|
| Incremental Assessed Value | $419,304,873 | $528,664,854 | $874,780,206 | $128,895,865 |
| 1% Ad Valorem [1] | 4,193,049 | 5,286,649 | 8,747,802 | 1,288,959 |
| Allocation of 1% Ad Valorem to City | 7.32% | 7.32% | 7.32% | 9.66% |
| Allocation of 1% Ad Valorem to FPD | 16.06% | 16.06% | 16.06% | 16.06% |
| **Projected Property Tax Revenue to City [2]** | **$306,931** | **$386,983** | **$640,339** | **$124,513** |
| **Projected Property Tax Revenue to FPD [3]** | **$673,404** | **$849,036** | **$1,404,897** | **$207,007** |

(1) Equal to (Incremental Assessed Value) x (1.00%).
(2) Equal to (1% Ad Valorem) x (Allocation of 1% Ad Valorem to City).
(3) Equal to (1% Ad Valorem) x (Allocation of 1% Ad Valorem to FPD).

## NON-RESIDENTIAL DEVELOPMENT

To calculate the amount of property tax revenue projected to be generated for the City by future Commercial and Industrial development, estimated current employee densities and the projected increase in the employee population are considered. The projected change in Commercial and Industrial employee populations is presented in the following table.

**TABLE 16. FUTURE DEVELOPMENT EMPLOYEE POPULATION**

| Description | Value |
|---|---|
| Projected Change in Commercial Employee Population [1] | 512 |
| Projected Change in Industrial Employee Population [2] | 1,883 |
| **Projected Change in Employee Population [3]** | **2,395** |

(1) Equal to (Growth in Commercial Employee Population Identified in Table 4) + (Growth in Employee Population identified in PBA Report x 55%).
(2) Equal to growth in Industrial Employee Population Identified in Table 4.
(3) Identified in Table 9.

As noted in the ABAG Non-residential Analysis, Commercial property employs approximately one person for every 571 building square feet and Industrial property employs one person for every 821 building square feet. The employee density figures are multiplied by the projected change in the Commercial and Industrial employee population to arrive at the amount of building square feet projected to develop to accommodate future non-residential development.

**TABLE 17. ESTIMATED COMMERCIAL AND INDUSTRIAL BUILDING SQUARE FEET**

| Description | Value |
|---|---|
| Commercial Bldg. Sq. Ft. per Employee (1) | 571 |
| Industrial Bldg. Sq. Ft. per Employee (1) | 821 |
| **Commercial Bldg. Sq. Ft. Projected to Develop (2)** | **292,352** |
| **Industrial Bldg. Sq. Ft. Projected to Develop (2)** | **1,545,943** |

(1) Per ABAG Non-residential Analysis.
(2) Equal to (Projected Change in corresponding Employee Population identified in Table 16) x (Corresponding Bldg. Sq. Ft. per Employee).

Undeveloped land zoned for non-residential use currently generates a level of property tax revenue for the City. For purposes of assigning current assessed value to property that will contain projected future Commercial and Industrial development, Floor Area Ratios ("FAR") are considered. The FAR of various non-residential uses detailed in the Land Use Element of the City's General Plan were examined. The FAR of non-residential uses that can contain Commercial development ranges from 1.5 to 2.0. The FAR of non-residential uses that can contain Industrial development ranges from 1.5 to 5.0. This analysis assumes that on average, Commercial development will have a FAR of 1.76 and Industrial development will have a FAR of 2.67. The current assessed value of property projected to develop to accommodate future non-residential development is calculated in the following table using the FARs, amount of building square feet projected to develop, and County Secured Roll data.

**TABLE 18. CURRENT ASSESSED VALUE OF FUTURE COMMERCIAL AND INDUSTRIAL DEVELOPMENT**

| Description | Commercial | Commercial – Artisan Crossing (1) | Industrial |
|---|---|---|---|
| Building Square Feet Projected to Develop (2) | 289,352 | 3,000 | 1,545,943 |
| FAR (3) | 1.76 | N/A | 2.67 |
| Acreage Projected to Develop (4) | 3.77 | 0.07 | 13.29 |
| % of Total Undeveloped Acreage (5) | 5.14% | N/A | 18.11% |
| **Current Assessed Value (6)** | **$2,627,128** | **$624,486** | **$9,256,282** |

(1) Information listed specific to the Artisan Crossing Development.
(2) Identified in Table 17.
(3) Estimated based on information found within the Land Use Element of the City General Plan.
(4) Equal to (Building Square Feet Projected to Develop)/(FAR) and converted to acres.
(5) Equal to (Acreage Projected to Develop) / (Acreage of undeveloped parcels with non-residential use codes and 35% of parcels with no assigned use code). Data drawn from County Secured Roll data dated January 2021.
(6) Equal to (% of Total Undeveloped Acreage) x (Assessed Value of undeveloped parcels with non-residential use codes and half of parcels with no assigned use code).

To calculate the total assessed value of projected future Commercial and Industrial development, the average sales price per building square foot of each property type was calculated. An average price per building square foot was calculated for each property type using listing price data of property within the City and neighboring cities listed for sale as of the date of this report.

**TABLE 19. COMMERCIAL AND INDUSTRIAL PRICE PER BUILDING SQUARE FOOT**

| Description | Commercial [1] | Industrial [1] |
|---|---|---|
| Average Price per Bldg. Sq. Ft. | $896.55 | $626.69 |

(1) Average price per the online real estate marketplace LoopNet.com. Calculated using sales price data of Commercial and Industrial property for sale within the City as of the date of this report for the City and the cities of Burlingame, Foster City, San Carlos, San Mateo, and Redwood City. Figures reflect market conditions as of the date of this report and are subject to fluctuation.

The total assessed value and the incremental assessed value of projected Commercial and Industrial development are calculated in the following table.

**TABLE 20. INCREMENTAL ASSESSED VALUE OF FUTURE COMMERCIAL AND INDUSTRIAL DEVELOPMENT**

| Description | Commercial | Commercial – Artisan Crossing | Industrial |
|---|---|---|---|
| Total Assessed Value [1] | $259,418,536 | $2,689,650 | $968,827,019 |
| Current Assessed Value [2] | 2,627,128 | 624,486 | 9,256,282 |
| **Incremental Assessed Value [3]** | **$256,791,407** | **$2,065,164** | **$959,570,737** |

(1) Equal to (Building Square Footage Projected to Develop identified in Table 18) x (Average Price per Bldg. Sq. Ft. identified in Table 19).
(2) Identified in Table 18.
(3) Equal to (Total Assessed Value) – (Current Assessed Value).

The amount of property tax revenue expected to be generated by projected non-residential development is presented in the following table.

**TABLE 21. PROPERTY TAX REVENUE GENERATED BY FUTURE COMMERCIAL AND INDUSTRIAL DEVELOPMENT**

| Description | Commercial | Commercial – Artisan Crossing | Industrial |
|---|---|---|---|
| Incremental Assessed Value | $256,791,407 | $2,065,164 | $959,570,737 |
| 1% Ad Valorem [1] | 2,567,914 | 20,652 | 9,595,707 |
| Allocation of 1% Ad Valorem to City | 7.32% | 7.32% | 9.66% |
| Allocation of 1% Ad Valorem to FPD | 16.06% | 16.06% | 16.06% |
| **Projected Property Tax Revenue to City [2]** | **$187,971** | **$1,512** | **$926,945** |
| **Projected Property Tax Revenue to FPD [3]** | **$412,407** | **$3,317** | **$1,541,071** |

(1) Equal to (Incremental Assessed Value) x (1.00%).
(2) Equal to (1% Ad Valorem) x (Allocation of 1% Ad Valorem to City).
(3) Equal to (1% Ad Valorem) x (Allocation of 1% Ad Valorem to FPD).

## Property Tax in Lieu of Vehicle License Fee ("VLF") Revenue

Property tax in lieu of VLF is revenue the City receives in addition to the City's share of *ad valorem* property tax revenues. In 2004, the California Legislature permanently reduced the VLF rate from 2.00% to 0.65% and compensated cities and counties for their revenue loss with a like amount of property taxes, dollar for dollar. A public agency's property tax in lieu of VLF revenue allocation changes in proportion to the growth or decline in gross assessed valuation.

Per assessed value data provided by the California Board of Equalization ("CA BOE"), and the Fiscal Year 2021/22 Property Tax in Lieu of VLF revenue shown in the City's Fiscal Year 2021 Budget ("FY 2021 Budget"), the ratio of property tax in lieu of VLF received by the City to the City's assessed value is calculated, as shown in the following table.

**TABLE 22. PROPERTY TAX IN LIEU OF VLF RATIO**

| Description | Fiscal Year 2020/21 Value |
|---|---|
| City Total Assessed Value [1] | $8,067,454,000 |
| VLF Revenue [2] | 2,544,256 |
| **Property Tax in Lieu of VLF Ratio [3]** | **0.0315%** |

(1) Per the CA BOE.
(2) Drawn from the FY 2021 Budget.
(3) Equal to (VLF Revenue) / (City Total Assessed Value).

The property tax in lieu of VLF ratio is applied to the incremental assessed value of projected future development within the City to estimate the amount of property tax in lieu of VLF to be generated by said development.

**TABLE 23. PROPERTY TAX IN LIEU OF VLF REVENUE**

| Description | Incremental Assessed Value [1] | Property Tax in Lieu of VLF Ratio | Property Tax in Lieu of VLF Revenue [2] |
|---|---|---|---|
| SFR | $419,304,873 | 0.0315% | $132,081 |
| Townhome | 528,664,854 | 0.0315% | 166,529 |
| MFR | 1,003,676,071 | 0.0315% | 316,158 |
| Affordable Housing [3] | 0 | 0.0315% | 0 |
| Commercial | 258,856,571 | 0.0315% | 81,540 |
| Industrial | 959,570,737 | 0.0315% | 302,265 |
| **Total** | **$3,170,073,107** | | **$998,573** |

(1) Identified in Tables 14 and 20.
(2) Equal to (Incremental Assessed Value) x (Property Tax in Lieu of VLF Ratio).
(3) Affordable Housing is expected to qualify for the Welfare Exemption and thus not expected to generate property tax in lieu of VLF revenue.

## Documentary Transfer Tax

When property is sold, a documentary transfer tax is charged and distributed to the City and County. The documentary transfer tax is charged at a rate of $0.55 per $500 of assessed value, or $1.10 per $1,000 of

assessed value. To determine the annual documentary transfer tax, the estimated property turnover rate is considered. This analysis assumes that SFR, Townhome, and MFR units will turnover approximately every 13 years, which results in an annual turnover rate of about 8%. Commercial and Industrial land uses typically have minimal ownership turnover. However, to consider the potential for land use turnover, a conservative estimate of once every 20 years, or an annual turnover rate of 5%, is applied in this analysis to the projected non-residential development. Utilizing the estimated incremental assessed value of projected future development and the estimated annual turnover rates, the City's share of the documentary transfer tax is calculated in the following table.

**TABLE 24. DOCUMENTARY TRANSFER TAX GENERATED BY FUTURE DEVELOPMENT**

| Description | SFR | Townhome | MFR | Commercial | Industrial |
|---|---|---|---|---|---|
| Incremental Assessed Value | $419,304,873 | $528,664,854 | $1,003,676,071 | $258,856,571 | $959,570,737 |
| Estimated Annual Turnover Rate (1) | 8% | 8% | 8% | 5% | 5% |
| Annual Turnover Assessed Value (2) | 33,544,390 | 42,293,188 | 80,294,086 | 12,942,829 | 47,978,537 |
| Annual Turnover Assessed Value / $1,000 | 33,544 | 42,293 | 80,294 | 12,943 | 47,979 |
| Documentary Transfer Tax Rate per $1,000 (3) | 0.55 | 0.55 | 0.55 | 0.55 | 0.55 |
| **Documentary Transfer Tax Revenue** | **$18,449** | **$23,261** | **$44,162** | **$7,119** | **$26,388** |

(1) Source for residential rates: "Latest Calculations Show Average Buyer Expected to Stay in Home 13 Years," Economic and Housing Policy, National Association of Homebuilders.
(2) Equal to (Incremental Assessed Value) x (Estimated Annual Turnover Rate).
(3) $1.10 tax rate is split $0.55 to the County and $0.55 to the City.

## Sales Tax Revenue

A sales tax is a tax levied on the sale, transfer, or exchange of a taxable item or service. The base sales tax rate in California is 7.25%. Revenue generated from the sales tax is allocated to certain state and local jurisdictions, with the City receiving 1.00% of the base sales tax rate.

In addition to the base sales tax, the County levies and collects an additional 2.125% sales tax. In November 2016, the City's electorate approved Measure I to institute a 0.50% general sales tax aimed at providing funding for street and road repair, storm drain repair, and other essential City services. The Measure I sales tax is set to expire in the year 2046. As a result of all voter-approved measures, the total sales tax rate levied in the City is 9.875%. This analysis seeks to focus solely on revenue streams that will be consistently available to the City, therefore voter-approved taxes subject to expiration such as the Measure I sales tax

are excluded from consideration in this report. The City sales tax rate used to project sales tax revenue is 1.00%.

## FUTURE RESIDENTS

To determine the amount of sales tax revenue expected to be generated by the residential population that will result from projected residential development, the median income per household within the City, the median home price to median household income ratio, and the percentage of income spent on taxable retail sales per household are considered.

In 2021, the Joint Center for Housing Studies of Harvard University authored the State of the Nation's Housing report ("Harvard Study"). Per the Harvard Study, in 2020 the national median home price to median income ratio was 4.37, whereas in the San Francisco-Oakland-Hayward metropolitan area the ratio was 9.39. To attempt to arrive at a median home price to median income ratio that can be applied to the City, the national ratio of 4.37 is averaged with the San Francisco-Oakland-Hayward ratio of 9.39 to arrive at an estimated City median home price to median income ratio of 6.88. Together with the projected median sales price of projected SFR development, the ratio is used to estimate the income of households within future SFR development. This analysis assumes that, on average, households within projected Townhome developments will have median household incomes equal to 120% of the City's median household income, as provided in the FY 2021 Budget. It is assumed that households within projected MFR development will have median household incomes equal to the City's median household income. The median income of households that will reside within projected Affordable Housing development is considered separately due to income eligibility limits placed on residents of this type of housing. This analysis assumes that, on average, households within projected Affordable Housing development will have incomes equal to 60% of the City's median household income. The projected income of households within projected residential development are detailed in the following table.

**TABLE 25. RESIDENTIAL HOUSEHOLD INCOMES**

| Description | Median Price per Unit [1] | Median Home Price to Median Income Ratio [2] | Household Income [3] |
|---|---|---|---|
| SFR | $2,204,000 | 6.88 | $320,349 |
| Townhome | 899,000 | N/A | 162,410 |
| MFR | 687,331 | N/A | 135,342 |
| Affordable Housing | N/A | N/A | 81,205 |

(1) Identified in Table 10.
(2) For SFR, equal to the average of the national and San Francisco-Oakland-Hayward median home price to median income ratio. MFR and Affordable Housing incomes considered separately.
(3) SFR household income equal to (Median Price per Unit) / (Median Home Price to Median Income Ratio). Townhome household income equal to 120% of City's median household income, as stated in the FY 2021 Budget. MFR household income equal to City's median household income. Affordable Housing household income equals 60% of City median household income.

Per the CA BOE, approximately 29.5% of a household's spending is spent on taxable retail goods. This percentage is discounted by 40% to attempt to account for purchases made outside of City boundaries and shifts in taxable sales from one point of sale to another within the City. The estimated sales tax revenue generated by projected future households is calculated in the following table.

**TABLE 26. SALES TAX REVENUE GENERATED BY INCREASE IN RESIDENTIAL POPULATION**

| Description | SFR | Townhome | MFR | Affordable Housing |
|---|---|---|---|---|
| Median Household Income [1] | $320,349 | $162,410 | $135,342 | $81,205 |
| Percentage of Income Spent on Taxable Retail Sales per Household [2] | 17.70% | 17.70% | 17.70% | 17.70% |
| Income Spent on Taxable Retail Sales Within City per Household [3] | 56,702 | 28,747 | 23,956 | 14,373 |
| Number of Households | 195 | 617 | 1,514 | 979 |
| **Sales Tax Revenue – Residential Population** | **$110,740** | **$177,340** | **$362,608** | **$140,732** |

(1) Identified in Table 25.
(2) 29.5%, per BOE.gov household spending for California taxable retail goods, discounted by 40% to account for shifts in taxable sales and purchases made outside of the City boundaries. Estimate; subject to change.
(3) Equal to (Median Household Income) x (Percentage of Income Spent on Taxable Retail Sales per Household).

## FUTURE EMPLOYEES

In addition to the increased residential population, the increase in employees resulting from projected non-residential development will generate a certain amount of sales tax revenue for the City. The International Council of Shopping Centers conducted a survey that determined the approximate dollar amount an average employee spends per year on taxable goods and services. After adjusting this amount to the year 2021 using the change in Consumer Price Index ("CPI") of the San Francisco-Oakland-Hayward region, it's estimated that an average employee within the City will spend approximately $6,401 per year on taxable goods and services. While personal spending is unique to everyone, this analysis assumes that approximately 60% of the employee's annual spending will be on taxable purchases that will occur near their place of employment within the City's boundaries. Using this information, the estimated sales tax revenue generated from future employees is calculated in the following table.

**TABLE 27. SALES TAX REVENUE GENERATED BY INCREASE IN EMPLOYEE POPULATION**

| Description | Commercial | Industrial |
|---|---|---|
| Average Annual Taxable Spending per Employee [1] | $6,401 | $6,401 |
| Additional Employee Count [2] | 512 | 1,883 |
| Estimated % of Taxable Sales within City [3] | 60% | 60% |
| Employee Taxable Sales within City | 1,966,387 | 7,231,850 |
| **Sales Tax Revenue – Employee Population [4]** | **$19,664** | **$72,318** |

(1) Drawn from a survey conducted by The International Council of Shopping Centers, adjusted to the year 2021 using the change in CPI of the San Francisco-Oakland-Hayward region.
(2) Identified in Table 16.
(3) Seeks to account for taxable sales made outside of the City boundary.
(4) Equal to (Average Annual Spending per Employee) x (Additional Employee Count) x (Estimated % of Taxable Sales within City) x (1.00%).

### NON-RESIDENTIAL SALES TAX REVENUE

Sales tax revenue will be generated from taxable sales that occur within future non-residential development. Economic activity within future Industrial development may generate sales tax revenue; though due to an inability to accurately determine the type of businesses that will reside within future Industrial development, this analysis takes a conservative approach and does not attempt to estimate the amount of sales tax revenue that may be generated by Industrial property.

To best estimate the increase in sales tax revenue that will be generated by future Commercial property, this analysis considers the estimated taxable sales per square foot for commercial property calculated within a retail benchmarking report authored by PwC in 2013.[1] After adjusting the PwC estimate to the year 2021 using the change in CPI for the San Francisco-Oakland-Hayward region, it's estimated that future commercial property will generate approximately $482 per building square foot.

This analysis recognizes that some taxable sales generated from future Commercial development will not be new taxable sales for the City. A portion of these taxable sales will come from shifts from one existing place of business within the City to a place of business located within the projected Commercial development area. Furthermore, a portion of the sales tax revenue generated by projected Commercial development will derive from purchases made by the projected increase in the residential and employee population, purchases which are quantified separately in this analysis. Therefore, to account for shifts in taxable sales from one point of sale to another point of sale within the City and separately calculated sales tax revenue from the increased residential and employee population, an estimated 50% reduction has been applied. Applying the estimated taxable sales per square foot and the sales tax revenue reduction percentage, the estimated sales tax revenue from projected commercial development can be determined.

**TABLE 28. SALES TAX REVENUE GENERATED BY FUTURE COMMERCIAL DEVELOPMENT**

| Description | Amount |
|---|---|
| Estimated Taxable Sales per Bldg. Sq. Ft. (1) | $482 |
| Commercial Bldg. Sq. Ft. Projected to Develop (2) | 292,352 |
| Taxable Sales (3) | $140,913,664 |
| **Sales Tax Revenue – Commercial Development (4)** | **$704,568** |

(1) Figure drawn from the Measuring Up Retail Benchmarking Survey prepared by PwC, adjusted to the year 2021 using the change in CPI for the San Francisco-Oakland-Hayward. Figure from PwC report is derived from the median sales per square foot estimates for various retail categories.
(2) Identified in Table 17.
(3) Equal to (Estimated Taxable Sales per Bldg. Sq. Ft.) x (Commercial Bldg. Sq. Ft. Projected to Develop).
(4) Equal to (Taxable Sales) x (City sales tax rate of 1.00%) x (50% reduction factor). Reduction factor seeks to account for shifts in taxable sales from one point of sale to another point of sale within the City, and separately calculated sales tax revenue generated by the increased residential and employee population.

## Other City Revenue

The City receives revenue from various other sources including fees, fines, penalties, charges for services, and other revenues ("Other City Revenues"). For purposes of this analysis, revenues that are not considered

[1] *Measuring Up Retail Benchmarking Survey, PwC Consulting, 2013.*

include one-time building and planning permits, certain charges for services, interest from City investments, use of money and property, special project funds, and grants. The following table presents the adopted Fiscal Year 2021/22 Other City Revenues derived from the FY 2021 Budget which apply to the development categories considered in this analysis (i.e., categories of revenue generated by projected residential and non-residential development). Of note, these revenues correspond solely to the City's General Fund.

**TABLE 29. OTHER CITY REVENUE**

| Description | Fiscal Year 2021/22 Value [1] |
|---|---|
| Franchise Taxes [2] | $1,073,682 |
| Licenses & Permits [3] | 847,241 |
| Charges for Services [4] | 55,500 |
| Fines & Forfeitures [5] | 165,000 |
| Miscellaneous Revenue | 395,125 |
| **Other City Revenue** | **$2,536,548** |

(1) Per FY 2021 Budget.
(2) Consists of Utility and Garbage Franchise taxes.
(3) Consists of Business Licenses.
(4) Consists of Fingerprinting, Police Report, Alarm, and Impound Vehicle Release fees.
(5) Consists of Parking, Code Enforcement, and Vehicle Code fines.

To estimate the overall impact that future development will have on the listed Other City Revenue sources, it is assumed that current per capita revenue amounts will serve as the best indicator of future per capita revenue amounts. Therefore, to best allocate Other City Revenues to projected future development, the multiplier approach is utilized. It was previously identified that the total number of persons served within the City is 31,104 and the employee population is 9,268. Using the current City persons served and employee population, the Other City Revenue per person served or employee served can be determined, as shown in the following table.

**TABLE 30. OTHER CITY REVENUE PER PERSON SERVED/EMPLOYEE**

| Description | Fiscal Year 2021/22 Value | Current City Persons Served or Employee Count [1] | Amount per Person Served/Employee [2] |
|---|---|---|---|
| Franchise Taxes | $1,073,682 | 31,104 | $34.52 |
| Licenses & Permits [3] | 847,241 | 9,268 | 91.42 |
| Charges for Services | 55,500 | 31,104 | 1.78 |
| Fines & Forfeitures | 165,000 | 31,104 | 5.30 |
| Miscellaneous Revenue | 395,125 | 31,104 | 12.70 |

(1) Persons Served identified in Table 1, Employee count identified in Table 1.
(2) Equal to (Fiscal Year 2021/22 Value) / (Current City Persons Served or Employee Count).
(3) Revenue calculated on a per employee basis due to deriving from Business Licenses.

To determine the amount of other City revenue allocated to projected residential and non-residential development, the amount per person served/employee calculated in Table 30 is multiplied by the increase in persons served or employees that will result from future development.

**TABLE 31. OTHER CITY REVENUE GENERATED BY FUTURE DEVELOPMENT**

| Description | Increase in Persons Served/Employees [1] | Amount per Person Served/Employee [2] | Other City Revenue |
|---|---|---|---|
| Franchise Taxes | 8,109 | $34.52 | $279,923 |
| Licenses & Permits | 2,395 | 91.42 | 218,951 |
| Charges for Services | 8,109 | 1.78 | 14,434 |
| Fines & Forfeitures | 8,109 | 5.30 | 42,978 |
| Miscellaneous Revenue | 8,109 | 12.70 | 102,984 |
| **Total** | | | **$659,270** |

(1) Identified in Table 9.
(2) Calculated in Table 30.

## Revenue Summary

Projected residential and non-residential development will generate various forms of general revenues for the City. A portion of the anticipated revenue was calculated utilizing the case study approach and the remaining City revenue was allocated to projected future development using the multiplier approach. A summary of the revenues projected to be generated by future development is presented in the following tables.

**TABLE 32. REVENUE SUMMARY**

| Revenue Description | General Fund Revenue | FPD Fund Revenue | Total |
|---|---|---|---|
| Property Tax | $2,575,195 | $5,091,137 | $7,666,332 |
| Property Tax in Lieu of VLF | 998,573 | 0 | 998,573 |
| Documentary Transfer | 119,379 | 0 | 119,379 |
| Sales Tax | 1,587,971 | 0 | 1,587,971 |
| Other | 659,270 | 0 | 659,270 |
| **Total** | **$5,940,387** | **$5,091,137** | **$11,031,524** |

**TABLE 33. REVENUE SUMMARY BY FUTURE DEVELOPMENT TYPE**

| Development Type | Total |
|---|---|
| SFR | $1,267,723 |
| Townhome | 1,685,631 |
| MFR | 3,261,606 |
| Affordable Housing | 245,477 |
| Commercial | 1,478,805 |
| Industrial | 3,092,282 |
| **Total** | **$11,031,524** |

# SECTION 4 | EXPENDITURES ESTIMATE

The revenues identified in Section 3 of this report are intended to pay for recurring expenditures related to general services provided by the City and services provided by the City's FPD. City General Fund expenditures not considered in this analysis include costs associated with infrastructure improvements, special fund expenditures, governmental transfers, and expenses supported by one-time development fees. For purposes of determining the overall fiscal impact of projected residential and non-residential development, City expenditures are allocated based upon amounts presented in the FY 2021 Budget.

## Current Expenditures

Future development will add residents and employees to the City's existing population base. This residential and employee population increase will place additional demands on existing services provided by the City and FPD. To account for increased costs associated with additional demand, City expenditures are allocated to projected development using the multiplier approach. However, development-induced increases in demand for services provided by the City and FPD will not necessarily result in a direct 1:1 relationship increase in expenditures (i.e., there are some "step" functions). A portion of the City's expenditures are fixed or will increase marginally as a result of population increases. For example, a 20% increase in the City's residential population will likely not cause a 20% increase in City Clerk or City Council expenditures. Therefore, to account for relationships between expenditures and population changes that are less than 1:1, City and FPD expenditures have been adjusted to conservatively estimate the impact of projected development on City expenditures. Of note, City expenditure adjustments are estimates based on the individual characteristics of projected development and industry-standard assumptions. The original budgeted expenditure amounts, the demand adjustment percentage, and the adjusted expenditure amounts are presented in the following table.

**TABLE 34. CURRENT EXPENDITURES**

| Description [1] | Adopted Fiscal Year 2021/22 Expenditures | Demand Adjustment Percentage [2] | Adjusted Fiscal Year 2021/22 Expenditures [3] |
|---|---|---|---|
| City Council | $711,875 | 50% | $355,938 |
| Contingency | 250,000 | 100% | 250,000 |
| Executive Management | 1,107,472 | 50% | 553,736 |
| City Clerk | 426,984 | 25% | 106,746 |
| City Attorney | 849,211 | 50% | 424,606 |
| Human Resources | 1,140,604 | 50% | 570,302 |
| Financial Operations [4] | 2,831,283 | 50% | 1,415,642 |
| Public Safety – Police [5] | 14,566,685 | 95% | 13,838,351 |
| Parks & Open Space | 2,576,414 | 95% | 2,447,593 |
| Public Safety – FPD [6] | 10,257,320 | 95% | 9,744,454 |
| **Total** | **$34,717,848** | | **$29,707,367** |

(1) City Clerk Elections ($54,000) excluded from consideration in this analysis.
(2) Estimated; subject to change.
(3) Figures applied in Table 38 to calculate the adjusted City expenditures per person currently served.
(4) Consists of Financial Operations, Financial Planning and Reporting, and Risk Management expenditures.
(5) Consists of Law Enforcement Administration, Crime Control, Traffic and Community Safety, and Support Service expenditures.
(6) Consists of Fire Services, BSCFD Legacy Costs, and BFD Legacy Costs expenditures.

After adjusting the Adopted Fiscal Year 2021/22 Expenditures to account for relationships that are less than a 1:1 relationship, the total expenditure amount to be considered is approximately $29.7 million. This figure is used to determine the current expenditures per person currently served in the City, which in turn is used to calculate what additional current City expenditures will result from projected development.

## Current City Expenditures Allocation

Each City expenditure line item was categorized as being tied to serving the residential and employee population, solely the residential population, or solely the employee population. As previously noted, the total number of persons served in the City is 31,104, the number of residents served in the City is 26,470, and the number of employees served is 9,268. The following table provides the persons served category for each of the recurring current expenditure categories.

**TABLE 35. CURRENT EXPENDITURES ALLOCATION TO PERSONS SERVED, RESIDENTS SERVED, OR EMPLOYEES SERVED**

| Description | Persons Served |
|---|---|
| City Council | Persons Served |
| Contingency | Persons Served |
| Executive Management | Persons Served |
| City Clerk | Persons Served |
| City Attorney | Persons Served |
| Human Resources | Persons Served |
| Financial Operations | Persons Served |
| Public Safety – Police | Persons Served |
| Parks & Open Space | Residents Served |
| Public Safety – FPD | Persons Served |

## Current Expenditures per Person Served

Using the multiplier approach, the number of persons served within each current expenditure category is applied to the corresponding adjusted expenditure line item to determine the allocable expenditure per person. The table below provides the expenditure per person for each of the listed expenditure categories.

**TABLE 36. CURRENT EXPENDITURES PER PERSON SERVED/RESIDENT**

| Description | Adjusted Fiscal Year 2021/22 Expenditures (1) | Current City Persons Served or Resident Count (2) | Amount per Person Served/Resident (3) |
|---|---|---|---|
| City Council | $355,938 | 31,104 | $11.44 |
| Contingency | 250,000 | 31,104 | 8.04 |
| Executive Management | 553,736 | 31,104 | 17.80 |
| City Clerk | 106,746 | 31,104 | 3.43 |
| City Attorney | 424,606 | 31,104 | 13.65 |
| Human Resources | 570,302 | 31,104 | 18.34 |
| Financial Operations | 1,415,642 | 31,104 | 45.51 |
| Public Safety – Police | 13,838,351 | 31,104 | 444.91 |
| Parks & Open Space | 2,447,593 | 26,470 | 92.47 |
| Public Safety – FPD | 9,744,454 | 31,104 | 313.29 |

(1) Identified in Table 34.
(2) Identified in Table 1.
(3) Equal to (Adjusted Fiscal Year 2021/22 Expenditures) / (Current City Persons Served or Resident Count).

To determine the amount of other current City expenditures allocated to projected residential and non-residential development, the amount per person served/resident calculated in Table 36 is multiplied by the increase in persons served or residents that will result from future development.

**TABLE 37. CURRENT EXPENDITURES GENERATED BY FUTURE DEVELOPMENT**

| Description | Increase in Persons Served/Residents [1] | Amount per Person Served/Resident [2] | Current Expenditures [3] |
|---|---|---|---|
| City Council | 8,109 | 11.44 | $92,767 |
| Contingency | 8,109 | 8.04 | 65,196 |
| Executive Management | 8,109 | 17.80 | 144,340 |
| City Clerk | 8,109 | 3.43 | 27,814 |
| City Attorney | 8,109 | 13.65 | 110,688 |
| Human Resources | 8,109 | 18.34 | 148,719 |
| Financial Operations | 8,109 | 45.51 | 369,041 |
| Public Safety – Police | 8,109 | 444.91 | 3,607,775 |
| Parks & Open Space | 6,911 | 92.47 | 639,060 |
| Public Safety – FPD | 8,109 | 313.29 | 2,540,469 |
| **Total Current Expenditures** | | | **$7,745,869** |

(1) Identified in Table 9.
(2) Identified in Table 36.
(3) Equal to (Increase in Persons Served/Residents) x (Amount per Person Served/Residents).

A summary of current expenditures the City is expected to incur as a result of projected residential and non-residential development is provided in the following table.

**TABLE 38. CURRENT EXPENDITURES SUMMARY**

| Description | General Fund Expenditures [1] | FPD Fund Expenditures [2] | Total |
|---|---|---|---|
| Current Expenditures | $5,205,400 | $2,540,469 | $7,745,869 |

(1) Equal to (Total Current Expenditures) – (Public Safety – FPD) identified in Table 37.
(2) Reflects Public Safety – FPD Current Expenditures identified in Table 37.

## Optimal Service Level Expenditures – Police

The City seeks to provide an optimal level of Police Services to its population by maintaining a minimum ratio of 1.5 sworn officers per 1,000 residents ("Target Sworn Police Ratio"). Currently, the City's ratio of sworn officers per 1,000 residents is 1.17. The cost of providing this below-target service level to the City's projected total future population is captured in the calculation of current expenditures in Table 37, specifically in the amount for Public Safety - Police. The City has indicated that to provide an optimal level of Police Services to future persons served, additional personnel is required. The following table details the positions, sworn or non-sworn status, and annual costs of the additional personnel needed to provide an optimal level of Police Services.

**TABLE 39. ADDITIONAL POLICE PERSONNEL REQUIRED**

| Position Title | Sworn Status | Number of Positions | Annual Cost per Position | Total Annual Cost |
|---|---|---|---|---|
| Police Officer | Sworn | 9 | $186,688 | $1,680,192 |
| Police Records | Non-sworn | 2 | 117,608 | 235,216 |
| Police Dispatcher | Non-sworn | 2 | 178,603 | 357,206 |
| **Total** | | **13** | | **$2,272,614** |

Combining the total annual cost of the positions detailed in Table 39 and the Public Safety – Police Current Expenditures calculated in Table 37, this analysis arrives at the estimated cost of providing Police Services at an optimal service level. The sum of these expenses captures the approximate cost of additional police personnel that will be needed to ensure that the City's Target Sworn Police Ratio is met as its population continues to grow.

## Optimal Service Level Expenditures – General Government

The City has indicated that to provide an optimal level of service to future persons served, additional City personnel are required. The following table details the positions and annual costs of the additional personnel needed by the City to provide an optimal level of general government services.

**TABLE 40. ADDITIONAL CITY PERSONNEL REQUIRED**

| Position Title | Number of Positions | Annual Cost per Position | Total Annual Cost |
|---|---|---|---|
| Administrative Assistant (1) | 1 | $125,434 | $125,434 |
| Assistant City Attorney | 1 | 310,000 | 310,000 |
| Building Inspector | 1 | 142,044 | 142,044 |
| Management Analyst (2) | 3 | 186,140 | 558,420 |
| Management Analyst (3) | 0.5 | N/A | 92,922 |
| Maintenance Worker | 1 | 144,713 | 144,713 |
| Office Assistant | 1 | 106,176 | 106,176 |
| Parks Maintenance Worker | 3 | 144,713 | 434,139 |
| Principal Engineer | 1 | 333,438 | 333,438 |
| Recreation Supervisor (3) | 0.20 | N/A | 37,228 |
| Senior Planner | 1 | 254,832 | 254,832 |
| Technology Specialist | 1 | 257,173 | 257,173 |
| **Total** | **14.70** | | **$2,796,519** |

(1) Per City, position is contingent on the building of a community center.
(2) Consists of positions needed within the City Community Development, Human Resources, and Finance departments.
(3) Represents FTE increases in currently budgeted positions.

A summary of the personnel related expenditures the City is expected to incur to provide its current and future population an optimal level of police and fire public services is provided in the following table.

**TABLE 41. OPTIMAL SERVICE LEVEL PERSONNEL EXPENDITURES SUMMARY**

| Description | General Fund Expenditures [1] |
|---|---|
| Optimal Service Level Personnel Expenditures | $5,379,133 |

(1) Equal to (Total Annual Cost identified in Table 39) + (Total Annual Cost identified in Table 40).

## Optimal Service Level Capital Expenditures

The City capital expenditures data for equipment needed to provide optimal service levels to its populace. Provided capital expenditures and equivalent annual costs are detailed in the following table.

**TABLE 42. CAPITAL EXPENDITURES**

| Description | Count | Acquisition Cost | Annual Maintenance Cost | Useful Life [1] | Annual Replacement Cost [2] | Total Annual Cost [3] |
|---|---|---|---|---|---|---|
| Police Vehicle | 4 | $65,000 | $500 | 5 | $13,000 | $20,000 |
| Police Investigation Vehicle | 1 | 55,000 | 300 | 7 | 7,857 | 12,086 |
| **Police Capital Expenditures** | | | | | | **$32,086** |
| Parks Maintenance Truck | 2 | 80,000 | 300 | 7 | 11,429 | 17,443 |
| Facility Maintenance Van | 1 | 80,000 | 300 | 7 | 11,429 | 17,443 |
| Track Chipper | 1 | 138,000 | 300 | 7 | 19,714 | 29,871 |
| Off-road Vehicle | 1 | 20,000 | 200 | 7 | 2,857 | 4,486 |
| Street Sweeper | 2 | 340,000 | 2,000 | 7 | 48,571 | 74,857 |
| Maintenance Truck | 1 | 80,000 | 300 | 7 | 11,429 | 17,443 |
| Vehicle | 1 | 80,000 | 300 | 7 | 11,429 | 17,443 |
| **Other City Capital Expenditures** | | | | | | **$178,986** |

(1) In years.
(2) Equal to (Acquisition Cost) / (Useful Life).
(3) Equal to (Annual Maintenance Cost) x (Replacement Cost) x (1.5).

A summary of the capital expenditures the City is expected to incur to provide its current and future population an optimal level of police and fire public services is provided in the following table.

**TABLE 43. OPTIMAL SERVICE LEVEL CAPITAL EXPENDITURES SUMMARY**

| Description | Total [1] |
|---|---|
| Optimal Service Level Capital Expenditures | $211,071 |

(1) Equal to (Police) + (Other City) Capital Expenditures identified in Table 42.

## Total Expenditures Summary

Projected residential and non-residential development will cause the City to incur various forms of expenditures to provide an optimal level of public services to its future population. A summary of the expenditures projected to be generated by future development is presented in the following tables.

**TABLE 44. EXPENDITURES SUMMARY**

| Expenditure Description | General Fund Expenditures | FPD Fund Expenditures | Total |
|---|---|---|---|
| Current Expenditures | $5,205,400 | $2,540,469 | $7,745,869 |
| Optimal Service Level Personnel Expenditures | 5,379,133 | 0 | 5,379,133 |
| Optimal Service Level Capital Expenditures | 211,071 | 0 | 211,071 |
| **Total** | **$10,795,604** | **$2,540,469** | **$13,336,073** |

**TABLE 45. EXPENDITURES SUMMARY BY FUTURE DEVELOPMENT TYPE**

| Development Type | Total |
|---|---|
| SFR | $797,624 |
| Townhome | 2,518,901 |
| MFR | 4,944,939 |
| Affordable Housing | 3,198,789 |
| Commercial | 400,843 |
| Industrial | 1,474,977 |
| **Total** | **$13,336,073** |

# SECTION 5 | FISCAL IMPACT

Based on the estimated total revenue calculated in Section 3 and the estimated total expenditures calculated in Section 4, there is a net negative fiscal impact as a result of projected future development within the City. The table below sets forth the total anticipated negative fiscal impact.

**TABLE 46. ANNUAL FISCAL IMPACT**

| Description | Value |
|---|---|
| Total City Revenue | $11,031,524 |
| Total City Expenditures | (13,336,073) |
| **City Positive / (Negative) Fiscal Impact** | **($2,304,548)** |

Revenues and expenditures expected to be generated by projected future development were categorized as corresponding to the City's General Fund or FPD Fund. The fiscal impact projected future development is expected to have on the City's General Fund and FPD fund are presented in the following tables.

**TABLE 47. GENERAL FUND FISCAL IMPACT BY DEVELOPMENT TYPE**

| Development Type | Revenue | Expenditures | Fiscal Impact |
|---|---|---|---|
| SFR | $594,320 | ($646,932) | ($52,612) |
| Townhome | 836,595 | (2,043,013) | (1,206,418) |
| MFR | 1,649,703 | (4,010,708) | (2,361,006) |
| Affordable Housing | 245,477 | (2,594,452) | (2,348,976) |
| Commercial | 1,063,081 | (320,641) | 742,441 |
| Industrial | 1,551,211 | (1,179,857) | 371,354 |
| **Total** | **$5,940,387** | **($10,795,604)** | **($4,855,217)** |

**TABLE 48. FPD FUND FISCAL IMPACT BY DEVELOPMENT TYPE**

| Development Type | Revenue | Expenditures | Fiscal Impact |
|---|---|---|---|
| SFR | $673,404 | ($150,692) | $522,711 |
| Townhome | 849,036 | (475,888) | 373,148 |
| MFR | 1,611,904 | (934,231) | 677,673 |
| Affordable Housing | 0 | (604,336) | (604,336) |
| Commercial | 415,724 | (80,202) | 335,521 |
| Industrial | 1,541,071 | (295,119) | 1,245,951 |
| **Total** | **$5,091,137** | **($2,540,469)** | **$2,550,669** |

The net fiscal impacts identified in this section are based on revenues and expenditures projected to be generated by future development. A portion of the expenditures considered when calculating the net fiscal impact are not eligible to be recovered through Community Facilities District special tax revenues. Thus, any revenues generated through Community Facilities District special tax rates proposed through this report must and can only be used to finance eligible services, as detailed in Section 6 of this report.

# SECTION 6 | FISCAL IMPACT FUNDING OPTIONS

To mitigate the negative fiscal impacts identified in Section 5 of this report, the City should consider the establishment of a special financing district ("SFD"), which could include a special tax or a special assessment. Since the City's negative fiscal impacts are attributable to the provision of general services, a special assessment may not be the most appropriate funding option for the City to mitigate those impacts. Special assessments require the identification and separation of general and special benefits. Special benefits can be assessed to property, but all general benefits must be funded by sources other than the special assessments. Therefore, a special assessment would not entirely alleviate the identified negative fiscal impacts. Alternatively, the City could implement a special tax, specifically a Community Facilities District.

## Community Facilities Districts

A Community Facilities District ("CFD"), also referred to as a Mello-Roos District, is a type of SFD that is established via the Mello-Roos Community Facilities District Act of 1982 ("1982 Act"). Through the levy and collection of a special tax, CFDs provide funding for authorized public improvements and/or public services. The CFD's Rate and Method of Apportionment includes procedures for identifying and classifying property within the CFD, establishing the initial maximum special tax rates, and the formula for calculating the annual special tax and assigning the special tax to taxable property within the CFD. Since a CFD authorizes the levy and collection of a special tax as opposed to a special assessment, there is no requirement to make a finding of special benefit for the property subject to the special tax. However, the special tax should be based on a reasonable metric for assigning the special tax, as determined by the relevant legislative body.

To establish a CFD, the 1982 Act requires two-thirds approval of the registered voters, residing within the proposed CFD boundary, voting in the special tax election, or, if there are fewer than 12 registered voters within the proposed CFD boundaries, then a landowner special tax election can take place. In the case of a landowner special tax election, a two-thirds approval is still required, and each landowner receives one vote per acre or portion of an acre of land owned. It should be noted that if a CFD is approved via a landowner special tax election, the CFD is only authorized to fund additional services. In *Building Industry Association of the Bay Area v. City of San Ramon*, the California Appellate Court held that a landowner-approved CFD can only fund the increase in demand for pre-existing services, so long as the special tax revenue is not available for general government purposes. The additional services funded by the CFD shall not replace services already available and provided within the boundaries of the CFD. Furthermore, special tax revenue generated from the CFD can only be used to fund the authorized public services outlined in the 1982 Act. CFD authorized public services include fire protection and park maintenance/lighting services. It should be noted that any CFD formed by the City, as well as any potential annexations to that CFD, would be approved by a landowner special tax election, as new development projects would be required to participate in the CFD as a condition of approval.

### FUTURE DEVELOPMENT SPECIFIC COSTS

In addition to using a CFD to mitigate the negative fiscal impacts of future development, the CFD can also fund authorized CFD services that are intended to provide an enhanced level of service or services that are

unique to future development. These services would be in addition to any identified negative fiscal impacts placed upon the City in providing existing levels of public services. Funding for any enhanced and/or additional recurring public service costs, including repairs and replacements, reserves and administration can be accomplished through a CFD.

### BENEFITS TO THE CITY

Through the formation of a CFD, the City can establish an ongoing funding source that mitigates negative fiscal impacts created by future residential and non-residential development, as well as provide funding for new or enhanced services within the City. To keep pace with changing costs, the CFD's maximum special tax rate can include an annual escalation factor based on an annual fixed amount or tied to a specific inflation index. Furthermore, the CFD special tax can be established without a sunset date so that the CFD special tax can be levied in perpetuity or until voters choose to end it.

## CFD Special Tax Recommendation

For the City to continue to provide vital public services its population base, the City needs to ensure that developing property pays their fair share of any additional financial burdens placed upon the City's operational budget, including the cost of additional services required because of such development. To mitigate the negative fiscal impacts identified in Section 5 of this report, the City should consider establishing a CFD. The levy and collection of the special tax could generate sufficient revenue to offset the negative fiscal impacts to the City. Furthermore, a CFD provides the flexibility to generate additional revenue to fund any enhanced or new project specific costs desired by future development. The CFD's Rate and Method of Apportionment establishes the special tax formula and sets the initial maximum special tax rates. A benefit of a CFD is that it allows for a great deal of flexibility in structuring the special tax formula so that the formula and maximum special tax rates best fit and accomplish specific needs. In this case, the CFD special tax rates could be sized to recover the annual negative fiscal impact on development, recover ongoing administrative costs related to the CFD, and could be structured to create both residential special tax rates and non-residential special tax rates.

### CFD SPECIAL TAX RATES

Based on the overall fiscal impact to the City's General Fund resulting from projected future SFR, Townhome, and MFR development, the proposed annual base CFD special tax rates for general City services ("General City Services") are provided in the following table for consideration by the City.

**TABLE 49. CFD SPECIAL TAX RATES – GENERAL CITY SERVICES**

| Development Type | CFD Special Tax Rates [1] | Per | Rate as % of Projected Value per Unit [2] | Average Current Effective Tax Rate [3] | Combined Tax Rate [4] |
|---|---|---|---|---|---|
| SFR | $2,475 | Dwelling Unit | 0.11% | 1.19% | 1.30% |
| Townhome | 2,228 | Dwelling Unit | 0.25% | 1.27% | 1.52% |
| MFR | 1,980 | Dwelling Unit | 0.29% | 1.29% | 1.57% |

(1) Rates for services portion; does not include potential CFD administration or reserve/contingency costs.
(2) Value per SFR unit projected to be $2,204,000. Value per Townhome unit projected to be $899,000. Value per MFR unit projected to be $687,331.
(3) Calculated using the Fiscal Year 2021/22 tax bills of existing residential development. Includes both ad valorem taxes and fixed charges.
(4) Equal to the sum of the Rate as % of Projected Value per Unit, Average Current Effective Tax Rate and estimated fixed charges.

Projected future development is projected to have an overall positive fiscal impact to the City's FPD Fund. As such, no CFD special tax rates are proposed for fire services provided through the City's FPD.

The CFD special tax rates presented in Tables 49 would represent initial CFD maximum special tax rates to mitigate the identified negative fiscal impacts. The City could also increase the initial CFD maximum special tax rates to cover the added costs for administering the CFD, as well as establish any reserves or contingency funds. Furthermore, the CFD would be structured to include a special tax escalation factor, which would allow for an annual increase to the initial CFD maximum special tax rates. While the CFD maximum special tax rates would increase on an annual basis, the City is not required to levy the special tax at the CFD maximum special tax rates each year. To meet the CFD annual special tax requirement and fund authorized services and administrative costs, the City has the flexibility to levy a CFD special tax amount that is less than or equal to the CFD maximum special tax.

# STAFF REPORT

| | |
|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Brigitte Shearer, Parks and Recreation Director, bshearer@belmont.gov |
| **Agenda Title:** | Emergency Contract Authorization for Repairs at 550 Island Parkway |
| **Agenda Action:** | Resolution |

## Recommendation

Adopt a resolution by at least a four-fifths vote finding an emergency under Public Contract Code section 22050, authorizing procurement of necessary equipment, supplies and services without giving notice for bids, authorizing the City Manager to execute a contract amendment with Emergency Restoration Company, Inc. for restoration services at 550 Island Parkway for an additional $122,461.48 plus a 10% contingency, for a total amount of $134,707.63, bringing the total contract agreement not-to-exceed to $172,084.96, and authorizing $134,707.63 budget appropriation from the General Fund to the Capital Improvement Projects (CIP) Fund for this project.

## Strategic Focus Area

Infrastructure and Mobility

## Background

In May 2023, staff identified deterioration of the interior walls and flooring on the ground floor at the Belmont Sports Complex Conference Center, requiring timely remediation to protect the health and safety of park maintenance staff, who utilize the space for meetings, showers, and restrooms. Emergency Restoration Company, Inc. was engaged to evaluate the damage, and uncovered extensive, previously undetected moisture intrusion in multiple locations. Access to the affected area was promptly restricted and remediation work began, including air and material sampling and the removal of interior wallboard, flooring, fixtures, and cabinetry for a combined 563 sf of flooring and 1,141 sf of wall area. Remediation work concluded in July 2023.

## Analysis

Since July 2023, City Parks and Recreation staff, City Building staff, and a geotechnical engineer have worked together to identify the root cause of the moisture intrusion and generate a list of repairs necessary to avoid future damages. These repairs include installing additional moisture barriers between the building's foundation and cinder block walls, downspout and drain re-routing, grading, and exterior building repairs in multiple locations. All exterior repairs will be completed by City staff.

In addition, while the urgent interior remediation work has been completed, interior spaces now require restoration to return the spaces to their intended use as staff breakroom, workspace and shower/restroom facilities. Under normal circumstances, the next step for this project would include soliciting multiple

bids, award of the contract to the low responsive and responsible bidder, review, and approval of submittals. This process typically takes several months. Although staff has been functioning without access to these dedicated spaces since May, given the impending winter weather, immediate restoration is essential to protect the health and safety of City staff, safeguard City property, and ultimately prevent any interruption to or even the cessation of corresponding City services.

The attached proposal from Emergency Restoration Company, Inc. outlines the desired scope of restoration work, including flooring, wall board, tile, and cabinetry replacement. This work is anticipated to take four weeks, and upon its completion, the emergency condition will be terminated. Staff believes the amount quoted in this proposal to be reasonable.

Both state law and the city's procurement regulations require the city to follow the competitive bid process unless an emergency exists. In the case of an emergency, Belmont City Code Section 2-150 and Public Contract Code Section 22035 allow the City to proceed at once to repair or replace any public facility without adopting plans, specifications, or giving notice for bids to let contracts if the Council finds by a four-fifths vote, based on substantial evidence set forth in the minutes of its meeting, that the emergency will not permit a delay resulting from a competitive solicitation for bids, and that the action is necessary to respond to the emergency. Public Contract Code Section 1102 and Belmont City Code Section 2-102 define an emergency as "a sudden, unexpected occurrence that poses a clear and imminent danger, requiring immediate action to prevent or mitigate the loss or impairment of life, health, property, or essential public services."

Staff believe that the circumstances described above justify finding an emergency exists that will not permit the delay resulting from a competitive solicitation for bids, and that the action is necessary to respond to the emergency. Staff therefore recommends that the council finding an emergency exists in accordance with the Public Contract Code Section 22050 (a)(2) and authorize the city manager to execute a contract with Emergency Restoration Company, Inc. for restoration services at 550 Island Parkway an emergency basis for the health and safety of staff and to maintain operational efficiency, particularly prior to winter weather impacts.

**Alternatives**

1. Take no action
2. Refer to staff for further information

**Attachments**

A. Resolution
B. Proposal

**Fiscal Impact**

☐ No Fiscal Impact

☒ Funding Source Confirmed: This project requires a budget transfer from the General Fund to the Belmont Sports Complex Conference Center Emergency Restoration Project No. 8117 in the CIP Fund (Account 399-4-802-8117-9030) in the amount of $122,461.48 plus a 10% contingency, for a total amount of $134,707.63

| **Source:** | **Purpose:** | **Public Outreach:** |
|---|---|---|
| Staff | Discretionary Action | Posting of Agenda |

# RESOLUTION NO. 2023 –

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF BELMONT AUTHORIZING EMERGENCY CONSTRUCTION AT 550 ISLAND PARKWAY AND THE NECESSARY BUDGET APPROPRIATION FROM THE GENERAL FUND FOR PROJECT CCN 2023-627**

WHEREAS, in May 2023, staff identified deterioration of the interior walls and flooring on the ground floor at the Belmont Sports Complex Conference Center (the "facility"), located at 550 Island Parkway, which houses the field office and workspaces for park maintenance staff, requiring prompt remediation to protect the health and safety of the park maintenance staff who utilize the space for meetings, showers, and restrooms; and,

WHEREAS, Emergency Restoration Company, Inc., previously entered into a contract with the City for remediation work, including air and material sampling and the removal of interior wallboard, flooring, fixtures, and cabinetry; and,

WHEREAS, the affected area now requires replacement of materials previously removed to restore the facility to protect the health and safety of City staff, safeguard City property, and prevent any interruption to City services; and,

WHEREAS, complying with the statutory bid requirements would delay the restoration of the interior spaces, which would negatively impact staff given the approaching cold and wet winter season; and,

WHEREAS, staff obtained a proposal from Emergency Restoration Company, Inc. for this restoration work, for which the company has the capacity and capability to complete immediately; and,

WHEREAS, the staff report of October 24, 2023, which is incorporated herein by reference, details the circumstances giving rise to an emergency requiring the action herein to respond to the emergency.

NOW, THEREFORE, the City Council of the City of Belmont resolves as follows:

SECTION 1. The City Council finds:

(a) There is high likelihood of impact to staff's health and safety and to the continued delivery of essential public services by the parks maintenance personnel if the conditions allowing water intrusion are not arrested and the facility's interior staff spaces are not restored before the commencement of the wet winter season;

(b) An emergency exists as defined by the Public Contract Code and the City Code;

(c) The emergency will not permit a delay resulting from a competitive solicitation for bids in that immediate restoration is necessary for continuity of City operations and to prevent further damage from water intrusion from the impending rain season;

(d) Awarding a contract for the work to the restoration contractor without following the competitive bid process will allow the project to be completed before the rainy season, and is therefore necessary to respond to the emergency.

SECTION 2. The City Manager is authorized to procure the necessary equipment, services, and supplies for restoration of the facility without giving notice for bids to let contracts as provided in Public Contract Code section 22050(a)(1), and is authorized to execute a contract for the work.

SECTION 3. The City Council authorizes a budget transfer of $122,461.48 plus a 10% contingency, for a total amount of $134,707.63, from the General Fund to the Capital Improvement Projects (CIP) Fund and appropriate $134,707.63 to the Belmont Sports Complex Conference Center Emergency Restoration Project No. 8117 in the CIP Fund (Account No. 399-4-802-9030).

SECTION 4. The City Manager is authorized to negotiate and execute an amendment to the Moisture Mitigation and Restoration contract with Emergency Restoration Company, Inc., CCN 2023-627, increasing the total contract agreement to a not-to-exceed amount of $172,084.96.

SECTION 5. The minutes of the City Council's regular meeting held October 24, 2023 shall incorporate by reference the staff report for this item and summarize the staff presentation.

* * *

ADOPTED October 24, 2023 by the City of Belmont City Council by the following vote:

Ayes:

Noes:

Absent:

Abstain:

ATTEST:

_____ _____

City Clerk Mayor

APPROVED AS TO FORM:

_____

City Attorney

## Emergency Restoration Company, Inc.

197 Mayhew Wy.
Walnut Creek, CA 94597
Tax ID# 84-3385583
CSLB# 1078882

Insured: Matt Ward
Property: 550 Island Pkwy
Belmont, CA 94002

E-mail: mward@belmont.gov

Contractor:
Company: Emergency Restoration Co

**Claim Number:** **Policy Number:** **Type of Loss:** Cat 3

| Coverage | Deductible | Policy Limit |
|---|---|---|
| Dwelling | $0.00 | $0.00 |
| Other Structures | $0.00 | $0.00 |
| Contents | $0.00 | $0.00 |

Date of Loss: Date Received:
Date Inspected: Date Entered: 7/25/2023 1:58 AM

Price List: CAPE8X_JUL23
Restoration/Service/Remodel
Estimate: 0MP_550_ISLAND_REP

Depreciate Material: Yes
Depreciate Non-material: Yes
Depreciate Removal: No
Depreciate O&P: No
Depreciate Taxes: Yes

**0MP_550_ISLAND_REP**

**Main Level**

**Main Level**

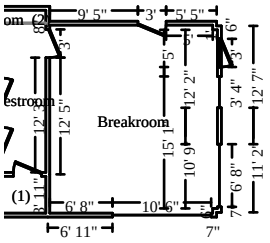
| CAT | SEL | ACT | DESCRIPTION | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | CALC | QTY | | RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
| **>HAULING ACTIVITIES** | | | | | | | | | |
| 1. DMO | PU | | - Haul debris - per pickup truck load - including dump fees | | | | | | |
| | | 1 | 1.00 EA | | 264.42+ | 0.00 = | 0.00 | 52.88 | 317.30 |
| Contemplates cost to responsibly recycle non-salvageable and waste building materials. | | | | | | | | | |
| **>SITE SUPERVISOR HOURS** | | | | | | | | | |
| 2. LAB | SUPERC | | + Commercial Supervision / Project Management - per hour | | | | | | |
| | (1*5)*26 | 130.00 | HR | | 0.00+ | 106.98 = | 0.00 | 2,781.48 | 16,688.88 |
| Due to the size, complexity and the number of trades involved, a superintendent/project manager is required to ensure that the trades are being executed in accord with a workmanship manner and in the optimal order. | | | | | | | | | |
| The law requires that a contractor (or subcontractor) provide adequate supervision for their construction project. Construction contracts generally imply a duty to provide sufficient supervisory personnel on the project. In Hill v. Polar Pantries, 219 S.C. 261, 271–72 (1951), the court stated: “It is true that there is no express stipulation to this effect but we think this obligation may be fairly implied. This was the interpretation which the parties themselves placed upon the contract.” For additional support see, United States ex rel. Heller Electric Co. v. William Klingensmith Inc., 670 F.2d 1227 (D.C. Cir. 1981). Moreover, Contractors have a duty to perform work in a good and workmanlike manner, in our jurisdiction, the contractor has an implied covenant that the work performed will be fit and proper for its intended use. The implied covenant encompasses the quality of both the work and materials. See Aced v. Hobbs-Sesack Plumbing Co., 360 P.2d 897 (Cal. 1961); Alco Std. Corp. v. Westinghouse Elec. Corp., 426 S.E.2d 648 (Ga. 1992). | | | | | | | | | |
| In direct result of the obligation to both manage the project and ensure the work is conducted in a good and workmanlike manner, a dedicated superintendent will perform on-site and off-site supervisory activities for ~1 hours/day for 5 days/week for 26 weeks. | | | | | | | | | |
| Calc: 1 Hour(s) x 5 Day(s) x 26 Week(s) | | | | | | | | | |
| **>DIGITAL ASSETS** | | | | | | | | | |
| 3. FEE | SCAN3D | | + 3D geospatial scan (Bid Item) | | | | | | |
| | | 1 | 1.00 EA | | | | | | REGIONAL |
| 3D rendering of 550 Island Pkwy in Belmont, CA allows all materially interested parties to take a virtual tour of the property loss in an effort to help swiftly establish scope, reduce cycle times, and manage fraud, waste and abuse. Please visit the links below to access this 360 degree digital walkthrough for claims settlement and underwriting purposes. | | | | | | | | | |
| Pre-mitigation Scan (Executed after the loss but before any work has been executed): **https://my.matterport.com/show/?m=732JwntBNMm**<br>Post-mitigation Scan (Executed after the mitigation work has been executed): **https://my.matterport.com/show/?m=g9fYDV5H5j5** | | | | | | | | | |
| 4. FEE | SKTCH | | + Digitally derived third-party sketch (Bid Item) | | | | | | |
| | | 1 | 1.00 EA | | | | | | PERSONAL |
| Digitally rendered as built sketch.<br>Includes: Stairs, windows, doors, missing walls, ceilings and multiple levels (as applicable).<br>Excludes: Roof Elevation. | | | | | | | | | |
| TruePlan Support Page: **https://support.matterport.com/hc/en-us/articles/360001452428-Matterport-TruePlan-for-Xactimate-** | | | | | | | | | |
| **>EQUIPMENT** | | | | | | | | | |
| 5. FEE | DEL | | + Pick up and delivery of building material | | | | | | |
| | | 1 | 1.00 EA | [*] | 0.00+ | 124.44 = | 0.00 | 24.88 | 149.32 |
| Delivery and pick up necessary repair equipment and building materials to the job site. | | | | | | | | | |

**CONTINUED - Main Level**

| CAT | SEL | ACT | DESCRIPTION | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | CALC | QTY | | RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
| **>COVID-19 PPEs** | | | | | | | | | |
| 6. WTR | PPEM | | + Personal protective mask (N-95) | | | | | | |
| | ((2*2)*5)*4 | 80.00 EA | | | 0.00+ | 1.65 = | 13.04 | 29.00 | 174.04 |
| Covid-19 Protection. | | | | | | | | | |
| Calc: 2 Tech(s) x 2 Masks per Day x 5 Day(s) x 4 Week(s) | | | | | | | | | |
| Project duration is projected to be 26 weeks, however the cost of N-95 masks was capped at 4 weeks at this will provide adequate reimbursement relative to materials required to perform this activity. | | | | | | | | | |
| **>GENERAL CLEANING** | | | | | | | | | |
| 7. CLN | GN | | + General clean - up | | | | | | |
| | ((1*0.5)*5)*26 | 65.00 HR | | | 0.00+ | 78.12 = | 0.06 | 1,015.58 | 6,093.44 |
| The supporting events that provide a few minutes of clean-up each shift do not exist to provide relief for the construction traffic areas and the adjacent common areas. | | | | | | | | | |
| Represents the cost to clean the various construction traffic areas, sweep driveway and halls for misc debris. 0.5 Hour per day. | | | | | | | | | |
| 1 Tech(s) x 0.5 Hour(s) x 5 Day(s) x 26 Week(s) | | | | | | | | | |
| 8. CLN | FINALC | | + Final cleaning - construction - Commercial | | | | | | |
| | F | 574.60 SF | | | 0.00+ | 0.39 = | 0.00 | 44.82 | 268.91 |
| The property required cleaning prior to final delivery. | | | | | | | | | |
| Includes: Affected horizontal and vertical surfaces. | | | | | | | | | |
| Excludes: Specialized floor and window cleaning concessions. | | | | | | | | | |
| **>FUEL SURCHARGE** | | | | | | | | | |
| 9. FEE | FLSRCHG | | + Fuel surcharge | | | | | | |
| | 0.02 | 0.02 EA | [*EN] | | 0.00+ | 113,912.78 = | 0.00 | 0.00 | 2,278.26 |
| Due to the recent and significant increase in fuel prices, a warranted surcharge has been applied to capture the surging construction costs. | | | | | | | | | |
| In many cases when gas prices suddenly increase, the impact to construction costs is captured as an additional fee charge. For example, a supplier of material or a contractor may add a fuel surcharge to their bill to the customer (rather than immediately raising the cost of the product they are supplying if they feel it is a temporary situation). For these types of situations, the Xactimate Pricing Department recommends using line item FEE FLSRCHRG Fuel surcharge to account for the "temporary fluctuating fuel costs (i.e. for additional temporary material delivery fuel surcharge, mobilization, etc.)". | | | | | | | | | |
| As such, a 2% surcharge against the Grand Total of this claim has been added to the scope to accommodate the fuel spike as explained above. | | | | | | | | | |
| **>FRAMING ACTIVITIES** | | | | | | | | | |
| 10. FRM | 2X4X8 | | + 2" x 4" x 8' #2 & better Fir / Larch (material only) | | | | | | |
| | 42 | 42.00 EA | | | 0.00+ | 5.08 = | 21.07 | 46.90 | 281.33 |
| 11. FRM | 2X4X9P | | + 2" x 4" x 104 5/8" pre-cut stud (for 9' wall, mat only) | | | | | | |
| | 51 | 51.00 EA | | | 0.00+ | 5.52 = | 27.80 | 61.86 | 371.18 |
| 12. FRM | SHW1/2 | | & R&R Sheathing - OSB - 1/2" | | | | | | |
| | 355.78 | 355.78 SF | | | 0.93+ | 2.29 = | 24.24 | 233.96 | 1,403.82 |

**CONTINUED - Main Level**

| CAT | SEL / CALC | ACT / QTY | DESCRIPTION / RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|
| 13. FRM | 4SFL | & | R&R Labor to frame 2" x 4" non-bearing wall - 16" oc | | | | | |
| | 747.47 | 747.47 SF | | 0.36+ | 2.72 = | 1.48 | 460.74 | 2,764.43 |
| 14. FRM | 2X4X16 | + | 2" x 4" x 16' #2 & better Fir / Larch (material only) | | | | | |
| | 3 | 3.00 EA | | 0.00+ | 10.08 = | 2.99 | 6.64 | 39.87 |
| 15. FRM | 2X4X10 | + | 2" x 4" x 10' #2 & better Fir / Larch (material only) | | | | | |
| | 3 | 3.00 EA | | 0.00+ | 6.35 = | 1.88 | 4.20 | 25.13 |
| 16. FRM | 2X4X8P | + | 2" x 4" x 92 5/8" pre-cut stud (for 8' wall, mat only) | | | | | |
| | 51 | 51.00 EA | | 0.00+ | 4.92 = | 24.78 | 55.14 | 330.84 |
| **Total: Main Level** | | | | | | **117.34** | **4,818.08** | **31,186.75** |




**Breakroom** **Height: 8' 10"**

| | | | |
|---|---|---|---|
| 668.39 | SF Walls | 356.17 | SF Ceiling |
| 1024.56 | SF Walls & Ceiling | 356.17 | SF Floor |
| 39.57 | SY Flooring | 75.67 | LF Floor Perimeter |
| 75.67 | LF Ceil. Perimeter | | |

| CAT | SEL / CALC | ACT / QTY | DESCRIPTION / RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|
| **>>> LINK TO VIEW ROOM** | | | | | | | | |
| Matterport Deep Link to Breakroom (Pre): **https://my.matterport.com/show/?m=732JwntBNMm&sr=-.26,.63&ss=1** | | | | | | | | |
| Matterport Deep Link to Breakroom (Post): **https://my.matterport.com/show/?m=g9fYDV5H5j5&sr=-.2,.59&ss=1** | | | | | | | | |
| **>INSULATION ACTIVITIES** | | | | | | | | |
| 17. INS | BTF4+ | + | Batt insulation - 4" - R13 - paper / foil faced | | | | | |
| | (((14,9+15,2+0,8)*3) +(2,2*3,4))*1.25 | 123.72 SF | | 0.00+ | 1.27 = | 9.41 | 33.30 | 199.83 |
| The insulation was pulled out of the walls/ceiling beyond the SF associated with drywall that was abated. Multiplied Calc. by 1.25 to reflect the required amount to restore property to pre-loss condition. | | | | | | | | |
| **>DRYWALL ACTIVITIES** | | | | | | | | |
| 18. DRY | MASKLF | + | Mask wall - plastic, paper, tape (per LF) | | | | | |
| | PF | 75.67 LF | | 0.00+ | 2.18 = | 2.02 | 33.40 | 200.38 |
| Accommodate the texture activities only, remove once drywall phase is complete. | | | | | | | | |
| 19. ELE | OSRS | + | Outlet or switch - Detach & reset | | | | | |
| | 2 | 2.00 EA | | 0.00+ | 36.78 = | 0.00 | 14.72 | 88.28 |

**CONTINUED - Breakroom**

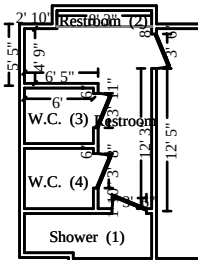
| CAT | SEL / CALC | ACT | QTY | DESCRIPTION / RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| 20. DRY | 1/2- | + | | 1/2" drywall - hung, taped, ready for texture | | | | | |
| | ((PF*0.70)*3)+(PF*0.30)*3,4 | | 234.57 SF | | 0.00+ | 3.41 = | 16.45 | 163.28 | 979.61 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=g9fYDV5H5j5&sr=-2.92,-.67&ss=17** | | | | | | | | | |
| 21. DRY | PATCHJ | + | | Tape joint for new to existing drywall - per LF | | | | | |
| | PF+0,4 | | 76.00 LF | | 0.00+ | 14.69 = | 2.93 | 223.86 | 1,343.23 |
| The drywall SF being replaced requires DRY PATCHJ in order to accommodate the activity of tieing this drywall in with the existing drywall. | | | | | | | | | |
| 22. DRY | TEX | + | | Texture drywall - light hand texture | | | | | |
| | (((PF*0.70)*3)+(PF*0.30)*3,4)*1.25 | | 293.21 SF | | 0.00+ | 1.45 = | 2.61 | 85.56 | 513.32 |
| The SQFT of drywall being replaced x 1.25 in effort to accommodate the feathering required to tie in with the existing texture. | | | | | | | | | |
| **>FLOORING ACTIVITIES** | | | | | | | | | |
| 23. FCV | PREPE | + | | Embossing leveler for vinyl flooring | | | | | |
| | F | | 356.17 SF | | 0.00+ | 1.62 = | 11.61 | 117.72 | 706.33 |
| 24. FCV | PLK | + | | Vinyl plank flooring | | | | | |
| | F | | 356.17 SF | | 0.00+ | 8.57 = | 118.88 | 634.26 | 3,805.52 |
| **>TRIM ACTIVITIES** | | | | | | | | | |
| 25. DOR | AV | + | | Interior door unit | | | | | |
| | 1 | | 1.00 EA | | 0.00+ | 363.21 = | 25.71 | 77.78 | 466.70 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=g9fYDV5H5j5&sr=-.75,1.35&ss=4** | | | | | | | | | |
| 26. FNH | DORH | + | | Door knob - interior | | | | | |
| | 1 | | 1.00 EA | | 0.00+ | 52.38 = | 2.11 | 10.90 | 65.39 |
| 27. FCV | COVE | + | | Vinyl cove - 4" wrap | | | | | |
| | PF | | 75.67 LF | | 0.00+ | 14.48 = | 14.05 | 221.96 | 1,331.71 |
| **>CABINETRY ACTIVITIES** | | | | | | | | | |
| 28. CAB | LOW | + | | Cabinetry - lower (base) units | | | | | |
| | 14 | | 14.00 LF | | 0.00+ | 348.03 = | 385.15 | 1,051.52 | 6,309.09 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=732JwntBNMm&sr=-2.73,1.4&ss=2** | | | | | | | | | |
| 29. CAB | UP | + | | Cabinetry - upper (wall) units | | | | | |
| | 14 | | 14.00 LF | | 0.00+ | 188.23 = | 164.23 | 559.88 | 3,359.33 |
| 30. CAB | CTPF | + | | Countertop - post formed plastic laminate | | | | | |
| | 14 | | 14.00 LF | | 0.00+ | 67.19 = | 56.27 | 199.40 | 1,196.33 |
| 31. CAB | BS | + | | Backsplash - plastic laminate | | | | | |
| | 2+14 | | 16.00 SF | | 0.00+ | 10.35 = | 4.90 | 34.10 | 204.60 |
| **>PLUMBING ACTIVITIES** | | | | | | | | | |
| 32. PLM | SNKR | + | | Sink - single - Reset | | | | | |
| | 1 | | 1.00 EA | | 0.00+ | 150.22 = | 0.07 | 30.06 | 180.35 |

**CONTINUED - Breakroom**

| CAT | SEL / CALC | ACT | QTY | DESCRIPTION / RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| 33. PLM | SUP | I | | Install Plumbing fixture supply line | | | | | |
| | 2 | | 2.00 EA | | 0.00+ | 22.66 = | 0.00 | 9.06 | 54.38 |
| Reconnect supply lines. | | | | | | | | | |
| **>PAINTING ACTIVITIES** | | | | | | | | | |
| 34. ELE | OSCOV | & | | R&R Outlet or switch cover | | | | | |
| | 6 | | 6.00 EA | | 1.04+ | 5.30 = | 0.51 | 7.70 | 46.25 |
| Accommodate painting activities. Existing covers will not stand up to reset due to the passage of time. | | | | | | | | | |
| 35. ELE | OSCOVD | & | | R&R Outlet or switch cover - Double | | | | | |
| | 1 | | 1.00 EA | | 1.04+ | 8.07 = | 0.14 | 1.84 | 11.09 |
| Accommodate painting activities. Existing covers will not stand up to reset due to the passage of time. | | | | | | | | | |
| 36. ELE | ICRS | + | | Intercom station - Detach & reset | | | | | |
| | 1 | | 1.00 EA | | 0.00+ | 214.47 = | 0.00 | 42.90 | 257.37 |
| Accommodate painting activities. | | | | | | | | | |
| 37. HVC | TSRS | + | | Thermostat - Detach & reset | | | | | |
| | 1 | | 1.00 EA | | 0.00+ | 83.76 = | 0.00 | 16.76 | 100.52 |
| Accommodate painting activities. | | | | | | | | | |
| 38. ELE | SECK | R | | Detach & Reset Security system - key pad | | | | | |
| | 1 | | 1.00 EA | 96.14 | 0.00+ | 0.00 = | 0.00 | 19.22 | 115.36 |
| Accommodate painting activities. | | | | | | | | | |
| 39. TBA | SPD | R | | Detach & Reset Soap dispenser - surface mounted | | | | | |
| | 1 | | 1.00 EA | 47.09 | 0.00+ | 0.00 = | 0.00 | 9.42 | 56.51 |
| Accommodate painting activities. | | | | | | | | | |
| 40. ELE | SMOKERS | + | | Smoke detector - Detach & reset | | | | | |
| | 1 | | 1.00 EA | | 0.00+ | 99.32 = | 0.00 | 19.86 | 119.18 |
| Accommodate painting activities. | | | | | | | | | |
| 41. ELE | CORS | + | | Carbon monoxide detector - Detach & reset | | | | | |
| | 1 | | 1.00 EA | | 0.00+ | 99.32 = | 0.00 | 19.86 | 119.18 |
| Accommodate painting activities. | | | | | | | | | |
| 42. HVC | REGRS | + | | Heat/AC register - Mechanically attached - Detach & reset | | | | | |
| | 2 | | 2.00 EA | | 0.00+ | 25.05 = | 0.00 | 10.02 | 60.12 |
| Accommodate painting activities. | | | | | | | | | |
| 43. LIT | FL | R | | Detach & Reset Fluorescent light fixture | | | | | |
| | 6 | | 6.00 EA | 148.90 | 0.00+ | 0.00 = | 0.00 | 178.68 | 1,072.08 |
| 44. PNT | MASKLF | + | | Mask and prep for paint - plastic, paper, tape (per LF) | | | | | |
| | PF+WOP | | 201.33 LF | | 0.00+ | 2.34 = | 5.37 | 95.30 | 571.78 |
| 45. PNT | MASKTD | + | | Labor to tape drop cloths | | | | | |
| | F | | 356.17 SF | | 0.00+ | 0.29 = | 0.35 | 20.74 | 124.38 |
| Spill protection, slab/underlayment preservation and to help mitigate slip risk should a spill occur. | | | | | | | | | |

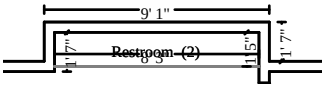
**CONTINUED - Breakroom**

| CAT | SEL / CALC | ACT | QTY | DESCRIPTION / RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| 46. PNT | S- | + | | Seal more than the floor perimeter w/PVA primer - one coat | | | | | |
| | (((PF*0.70)*3)+(PF*0.30)*3,4)*1.25 | | 293.21 SF | | 0.00+ | 1.03 = | 1.74 | 60.74 | 364.49 |
| Seal new texture SQFT to ensure adequate adhesion and mitigate flashing. | | | | | | | | | |
| 47. PNT | P2 | + | | Paint the walls and ceiling - two coats | | | | | |
| | WC | | 1024.56 SF | | 0.00+ | 1.71 = | 37.44 | 357.88 | 2,147.32 |
| 48. PNT | DORSP | + | | Seal & paint door slab only (per side) | | | | | |
| | 1*2 | | 2.00 EA | | 0.00+ | 67.10 = | 2.24 | 27.28 | 163.72 |
| 1 Unit(s) x 2 Side(s) | | | | | | | | | |
| 49. PNT | DORTSP | + | | Seal & paint door/window trim & jamb - (per side) | | | | | |
| | 1*2 | | 2.00 EA | | 0.00+ | 55.65 = | 1.29 | 22.52 | 135.11 |
| 1 Unit(s) x 2 Side(s) | | | | | | | | | |
| **Totals: Breakroom** | | | | | | | **865.48** | **4,411.48** | **26,468.84** |




**Restroom** **Height: 8' 10"**

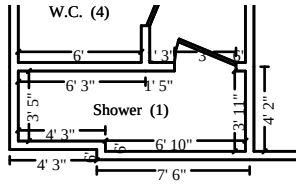
| | | | |
|---|---|---|---|
| 413.92 | SF Walls | 105.31 | SF Ceiling |
| 519.23 | SF Walls & Ceiling | 105.31 | SF Floor |
| 11.70 | SY Flooring | 45.46 | LF Floor Perimeter |
| 53.71 | LF Ceil. Perimeter | | |




**Subroom: Restroom (2)** **Height: 7' 4"**

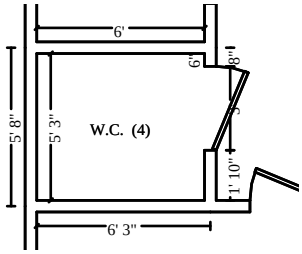
| | | | |
|---|---|---|---|
| 142.69 | SF Walls | 11.34 | SF Ceiling |
| 154.04 | SF Walls & Ceiling | 11.34 | SF Floor |
| 1.26 | SY Flooring | 19.46 | LF Floor Perimeter |
| 19.46 | LF Ceil. Perimeter | | |

**Missing Wall - Goes to Floor** **8' 3" X 7' 4"** **Opens into RESTROOM1**



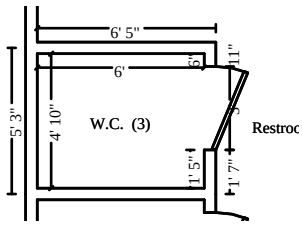

**Subroom: Shower (1)** **Height: 7' 6"**

| | | | |
|---|---|---|---|
| 225.00 | SF Walls | 41.28 | SF Ceiling |
| 266.28 | SF Walls & Ceiling | 41.28 | SF Floor |
| 4.59 | SY Flooring | 30.00 | LF Floor Perimeter |
| 30.00 | LF Ceil. Perimeter | | |




**Subroom: W.C. (4)** **Height: 8'**

| | | | |
|---|---|---|---|
| 180.00 | SF Walls | 31.50 | SF Ceiling |
| 211.50 | SF Walls & Ceiling | 31.50 | SF Floor |
| 3.50 | SY Flooring | 22.50 | LF Floor Perimeter |
| 22.50 | LF Ceil. Perimeter | | |




**Subroom: W.C. (3)** **Height: 8'**

| | | | |
|---|---|---|---|
| 173.33 | SF Walls | 29.00 | SF Ceiling |
| 202.33 | SF Walls & Ceiling | 29.00 | SF Floor |
| 3.22 | SY Flooring | 21.67 | LF Floor Perimeter |
| 21.67 | LF Ceil. Perimeter | | |

| CAT | SEL | ACT | DESCRIPTION | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | CALC | QTY | | RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |

**>>> LINK TO VIEW ROOM**

Matterport Deep Link to Restroom (Pre): **https://my.matterport.com/show/?m=732JwntBNMm&sr=-3.05,.71&ss=4**
Matterport Deep Link to Restroom (Post): **https://my.matterport.com/show/?m=g9fYDV5H5j5&sr=3.08,1.15&ss=5**

**>INSULATION ACTIVITIES**

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 50. INS | BTF4+ | - | Remove Batt insulation - 4" - R13 - paper / foil faced | | | | | |
| (6,10+0,6+5,3+4,10+4,9)*4+(1,7+8,3)*6,10 | 155.86 SF | | | 0.41+ | 0.00 = | 0.00 | 12.78 | 76.68 |

Exterior walls.

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 51. INS | BTF4+ | + | Batt insulation - 4" - R13 - paper / foil faced | | | | | |
| (6,10+0,6+4,3+3,5+5,3+4,10)*8+(4,9+2,10+1,7+8,3)*8,10 | 354.51 SF | | | 0.00+ | 1.27 = | 26.96 | 95.44 | 572.63 |

Exterior walls.

**>DRYWALL ACTIVITIES**

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| 52. DRY | 1/2- | - | Remove 1/2" drywall - hung, taped, ready for texture | | | | | |
| | W*0.50+C | 785.91 SF | | 0.70+ | 0.00 = | 0.00 | 110.02 | 660.16 |

**CONTINUED - Restroom**

| CAT | SEL / CALC | QTY | ACT | DESCRIPTION / RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| 53. DRY | MASKLF | | + | Mask wall - plastic, paper, tape (per LF) | | | | | |
| | PF | 139.08 LF | | | 0.00+ | 2.18 = | 3.71 | 61.38 | 368.28 |
| Accommodate the texture activities only, remove once drywall phase is complete. | | | | | | | | | |
| 54. ELE | OSRS | | + | Outlet or switch - Detach & reset | | | | | |
| | 3 | 3.00 EA | | | 0.00+ | 36.78 = | 0.00 | 22.06 | 132.40 |
| Outlet detached in order to set the outlet on top of the drywall, in accord w/ pre-loss condition. | | | | | | | | | |
| 55. ELE | OSCOV | | + | Outlet or switch cover | | | | | |
| | 3 | 3.00 EA | | | 0.00+ | 5.30 = | 0.25 | 3.24 | 19.39 |
| 56. DRY | 1/2- | | + | 1/2" drywall - hung, taped, ready for texture | | | | | |
| | WC | 1353.39 SF | | | 0.00+ | 3.41 = | 94.89 | 942.00 | 5,651.95 |
| 57. DRY | TEX | | + | Texture drywall - light hand texture | | | | | |
| | WC | 1353.39 SF | | | 0.00+ | 1.45 = | 12.03 | 394.88 | 2,369.33 |
| **>FLOORING ACTIVITIES** | | | | | | | | | |
| 58. TIL | SWRPM | | + | Waterproof membrane - tile underlayment | | | | | |
| | F | 218.44 SF | | | 0.00+ | 12.68 = | 55.01 | 564.96 | 3,389.79 |
| 59. FCT | MAT | | + | Tile mat - uncoupling membrane | | | | | |
| | F | 218.44 SF | | | 0.00+ | 8.04 = | 52.63 | 361.78 | 2,170.67 |
| 60. FCT | MORTAR | | + | Mortar bed for tile floors | | | | | |
| | F | 218.44 SF | | | 0.00+ | 8.53 = | 49.40 | 382.54 | 2,295.23 |
| 61. FCT | AV | | + | Tile floor covering | | | | | |
| | F | 218.44 SF | | | 0.00+ | 20.71 = | 108.50 | 926.48 | 5,558.87 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=g9fYDV5H5j5&sr=-2.59,.88&ss=5** | | | | | | | | | |
| 62. FCT | SEALG | | + | Grout sealer | | | | | |
| | F | 218.44 SF | | | 0.00+ | 3.10 = | 4.10 | 136.26 | 817.52 |
| 63. CLN | FCT | | + | Clean floor - tile | | | | | |
| | F | 218.44 SF | | | 0.00+ | 1.11 = | 1.29 | 48.76 | 292.52 |
| Restore the flooring to pre-loss condition. Removes residue associated with packaging and installation. | | | | | | | | | |
| **>TILE ACTIVITIES** | | | | | | | | | |
| 64. TIL | SWRPM | | + | Waterproof membrane - tile underlayment | | | | | |
| | (P3+PF4+(P1*0.60) +(6,5+4,9+2,10))*4 + (P1*0.30)*8 | 146.00 SF | | | 0.00+ | 12.68 = | 36.76 | 377.62 | 2,265.66 |
| 65. TIL | BMUD | | + | Mortar bed for tile | | | | | |
| | (P3+PF4+(P1*0.60) +(6,5+4,9+2,10))*4 + (P1*0.30)*8 | 146.00 SF | | | 0.00+ | 17.50 = | 24.37 | 515.88 | 3,095.25 |
| 66. TIL | AV | | + | Ceramic/porcelain tile | | | | | |
| | (P3+PF4+(P1*0.60) +(6,5+4,9+2,10))*4 + (P1*0.30)*8 | 146.00 SF | | | 0.00+ | 26.74 = | 77.71 | 796.34 | 4,778.09 |

**CONTINUED - Restroom**

| CAT | SEL / CALC | ACT | QTY | DESCRIPTION / RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|---|
| Matterport Deep Link: **https://my.matterport.com/show/?m=732JwntBNMm&sr=-2.76,.8&ss=11** | | | | | | | | | |
| 67. TIL | B | + | | Ceramic tile base | | | | | |
| | PF | | 139.08 | LF | 0.00+ | 37.51 = | 92.29 | 1,061.84 | 6,371.02 |
| **>TRIM ACTIVITIES** | | | | | | | | | |
| 68. DOR | AV | + | | Interior door unit | | | | | |
| | 3 | | 3.00 | EA | 0.00+ | 363.21 = | 77.13 | 233.34 | 1,400.10 |
| 69. FNH | DORHRS | + | | Door knob/lockset - Detach & reset | | | | | |
| | 3*0.5 | | 1.50 | EA | 0.00+ | 35.39 = | 0.00 | 10.62 | 63.71 |
| Reset only, thus Calc = 0.5. | | | | | | | | | |
| **>CABINETRY ACTIVITIES** | | | | | | | | | |
| 70. CAB | UP | + | | Cabinetry - upper (wall) units | | | | | |
| | 1,10 | | 1.83 | LF | 0.00+ | 188.23 = | 21.47 | 73.20 | 439.13 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=732JwntBNMm&sr=,.52&ss=11** | | | | | | | | | |
| **>PLUMBING ACTIVITIES** | | | | | | | | | |
| 71. PLM | TLT | + | | Toilet | | | | | |
| | 2 | | 2.00 | EA | 0.00+ | 651.20 = | 60.13 | 272.50 | 1,635.03 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=g9fYDV5H5j5&sr=-2.09,.98&ss=9** | | | | | | | | | |
| 72. PLM | TLTS | + | | Toilet seat | | | | | |
| | 2 | | 2.00 | EA | 0.00+ | 71.49 = | 6.22 | 29.84 | 179.04 |
| 73. PLM | TLTFL | + | | Toilet flange | | | | | |
| | 2 | | 2.00 | EA | 0.00+ | 362.62 = | 17.92 | 148.62 | 891.78 |
| 74. PLM | SNKWM | + | | Sink - wall mounted | | | | | |
| | 1 | | 1.00 | EA | 0.00+ | 477.28 = | 10.10 | 97.48 | 584.86 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=g9fYDV5H5j5&sr=-2.09,1.2&ss=6** | | | | | | | | | |
| 75. PLM | FAUBA | + | | Sink faucet - Bathroom | | | | | |
| | 1 | | 1.00 | EA | 0.00+ | 272.33 = | 14.05 | 57.28 | 343.66 |
| 76. PLM | SWFAU | + | | Shower faucet | | | | | |
| | 1 | | 1.00 | EA | 0.00+ | 303.37 = | 12.84 | 63.24 | 379.45 |
| 77. TBA | SB | + | | Shower bench | | | | | |
| | 1 | | 1.00 | EA | 0.00+ | 527.66 = | 35.06 | 112.56 | 675.28 |
| **>RESTROOM ITEMS ACTIVITIES** | | | | | | | | | |
| 78. TBA | GBAR< | + | | Handicap grab bar - Stainless steel, 1 1/2" x 24" | | | | | |
| | 1 | | 1.00 | EA | 0.00+ | 76.31 = | 3.70 | 16.00 | 96.01 |
| 79. TBA | GBAR> | + | | Handicap grab bar - Stainless steel, 1 1/2" x 36" | | | | | |
| | 3 | | 3.00 | EA | 0.00+ | 91.36 = | 15.55 | 57.94 | 347.57 |
| 80. TBA | GBAR>> | + | | Handicap grab bar - Stainless steel, 1 1/2" x 48" | | | | | |
| | 2 | | 2.00 | EA | 0.00+ | 102.86 = | 12.64 | 43.66 | 262.02 |

**CONTINUED - Restroom**

| CAT | SEL | ACT | DESCRIPTION | | | | | |
|---|---|---|---|---|---|---|---|---|
| | CALC | QTY | RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
| 81. FNH | TP | + | Toilet paper holder | | | | | |
| | 2 | 2.00 EA | | 0.00+ | 33.02 = | 2.44 | 13.68 | 82.16 |
| 82. TBA | TSCD | + | Toilet seat cover dispenser | | | | | |
| | 2 | 2.00 EA | | 0.00+ | 79.64 = | 6.94 | 33.24 | 199.46 |
| 83. FNH | LKR | + | Locker - 12" wide x 60" high x 15" deep | | | | | |
| | 6 | 6.00 EA | | 0.00+ | 202.87 = | 65.15 | 256.48 | 1,538.85 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=732JwntBNMm&sr=-.06,.44&ss=6** | | | | | | | | |
| 84. ELS | FABELL | + | Fire alarm - Horn/Bell | | | | | |
| | 1 | 1.00 EA | | 0.00+ | 300.35 = | 3.32 | 60.74 | 364.41 |
| Matterport Deep Link: **https://my.matterport.com/show/?m=732JwntBNMm&sr=2.32,-1.03&ss=5** | | | | | | | | |
| 85. FNH | ROBE | + | Robe hook | | | | | |
| | 7 | 7.00 EA | | 0.00+ | 21.28 = | 6.15 | 31.04 | 186.15 |
| 86. TBA | MIRRS | + | Bathroom mirror - Detach & reset | | | | | |
| ((4*3)+(2*4))*0.5 | | 10.00 SF | | 0.00+ | 14.39 = | 0.00 | 28.78 | 172.68 |
| Reset only, thus Calc = 0.5. | | | | | | | | |
| **>ELECTRICAL & LIGHTING ACTIVITIES** | | | | | | | | |
| 87. LIT | AV | & | R&R Light fixture | | | | | |
| | 6 | 6.00 EA | | 13.89+ | 105.89 = | 19.55 | 147.64 | 885.87 |
| 88. ELE | BFANV | & | R&R Bathroom ventilation fan | | | | | |
| | 4 | 4.00 EA | | 29.35+ | 145.15 = | 23.30 | 144.26 | 865.56 |
| **>HVAC ACTIVITIES** | | | | | | | | |
| 89. HVC | REG | & | R&R Heat/AC register - Mechanically attached | | | | | |
| | 3 | 3.00 EA | | 4.18+ | 31.36 = | 2.67 | 21.86 | 131.15 |
| 90. FPS | SHE | & | R&R Sprinkler head with escutcheon | | | | | |
| | 5 | 5.00 EA | | 12.36+ | 40.86 = | 14.07 | 56.04 | 336.21 |
| **>PAINTING ACTIVITIES** | | | | | | | | |
| 91. PNT | MASKLF | + | Mask and prep for paint - plastic, paper, tape (per LF) | | | | | |
| | PF | 139.08 LF | | 0.00+ | 2.34 = | 3.71 | 65.84 | 395.00 |
| 92. PNT | MASKTD | + | Labor to tape drop cloths | | | | | |
| | F | 218.44 SF | | 0.00+ | 0.29 = | 0.22 | 12.72 | 76.29 |
| Spill protection, slab/underlayment preservation and to help mitigate slip risk should a spill occur. | | | | | | | | |
| 93. PNT | S- | + | Seal the walls and ceiling w/PVA primer - one coat | | | | | |
| | WC | 1353.39 SF | | 0.00+ | 1.03 = | 8.02 | 280.40 | 1,682.41 |
| Seal new texture SQFT to ensure adequate adhesion and mitigate flashing. | | | | | | | | |
| 94. PNT | P2 | + | Paint more than the walls - two coats | | | | | |
| | W*0.87+C | 1205.85 SF | | 0.00+ | 1.71 = | 44.06 | 421.22 | 2,527.28 |

**CONTINUED - Restroom**

| CAT | SEL / CALC | QTY | ACT | DESCRIPTION | RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|
| 95. PNT | DORSP | | + | Seal & paint door slab only (per side) | | | | | | |
| | 3*2 | 6.00 EA | | | | 0.00+ | 67.10 = | 6.72 | 81.86 | 491.18 |
| 3 Unit(s) x 2 Side(s) | | | | | | | | | | |
| 96. PNT | DORTSP | | + | Seal & paint door/window trim & jamb - (per side) | | | | | | |
| | 3*2 | 6.00 EA | | | | 0.00+ | 55.65 = | 3.87 | 67.56 | 405.33 |
| 3 Unit(s) x 2 Side(s) | | | | | | | | | | |
| **Totals: Restroom** | | | | | | | | **1,136.90** | **9,753.90** | **58,523.07** |
| **Total: Main Level** | | | | | | | | **2,119.72** | **18,983.46** | **116,178.66** |

**UPSTAIRS**

| CAT | SEL / CALC | QTY | ACT | DESCRIPTION | RESET | REMOVE | REPLACE | TAX | O&P | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|
| 113. CAB | UP+ | | & | R&R Cabinetry - upper (wall) units - | | | | | | |
| | 7 | 7.00 LF | [*] | | | 12.51+ | 261.70 = | 120.27 | 407.96 | 2,447.70 |
| 114. CAB | LOW- | | & | R&R Cabinetry - lower (base) units | | | | | | |
| | 7 | 7.00 LF | [*] | | | 12.51+ | 278.89 = | 126.46 | 433.26 | 2,599.52 |
| 115. PLM | SNK | | & | R&R Sink - single | | | | | | |
| | 1 | 1.00 EA | [*] | | | 31.25+ | 348.01 = | 16.19 | 79.10 | 474.55 |
| 116. PLM | SUP | | & | R&R Plumbing fixture supply line | | | | | | |
| | 2 | 2.00 EA | [*] | | | 8.33+ | 29.89 = | 1.35 | 15.58 | 93.37 |
| 117. PLM | PTRAPRS | | + | P-trap assembly - Detach & reset | | | | | | |
| | 1 | 1.00 EA | [*] | | | 0.00+ | 100.98 = | 0.00 | 20.20 | 121.18 |
| 118. CAB | CTFL | | & | R&R Countertop - flat laid plastic laminate | | | | | | |
| | 7 | 7.00 LF | [*] | | | 7.19+ | 53.50 = | 20.27 | 89.02 | 534.12 |
| **Totals: UPSTAIRS** | | | | | | | | **284.54** | **1,045.12** | **6,270.44** |
| **Line Item Totals: 0MP_550_ISLAND_REP** | | | | | | | | **2,404.26** | **20,028.58** | **122,449.10** |

| **Additional Charges** | **Charge** |
|---|---|
| California Lumber Assessment Fee | 10.32 |

| Additional Charges | Charge |
|---|---|
| **Additional Charges Total** | **$10.32** |

## Grand Total Areas:

| | | | | | |
|---|---|---|---|---|---|
| 1,803.34 | SF Walls | 574.60 | SF Ceiling | 2,377.94 | SF Walls and Ceiling |
| 574.60 | SF Floor | 63.84 | SY Flooring | 214.75 | LF Floor Perimeter |
| 0.00 | SF Long Wall | 0.00 | SF Short Wall | 223.00 | LF Ceil. Perimeter |
| 574.60 | Floor Area | 640.23 | Total Area | 1,803.34 | Interior Wall Area |
| 985.00 | Exterior Wall Area | 105.17 | Exterior Perimeter of Walls | | |
| 0.00 | Surface Area | 0.00 | Number of Squares | 0.00 | Total Perimeter Length |
| 0.00 | Total Ridge Length | 0.00 | Total Hip Length | | |

**Emergency Restoration Company, Inc.**

197 Mayhew Wy.
Walnut Creek, CA 94597
Tax ID# 84-3385583
CSLB# 1078882

## Summary for Dwelling

| | |
|---|---|
| Line Item Total | 100,016.26 |
| California Lumber Assessment Fee | 10.32 |
| Material Sales Tax | 2,404.26 |
| Subtotal | 102,430.84 |
| Overhead | 10,015.32 |
| Profit | 10,015.32 |
| **Replacement Cost Value** | **$122,461.48** |
| **Net Claim** | **$122,461.48** |

## Emergency Restoration Company, Inc.

197 Mayhew Wy.
Walnut Creek, CA 94597
Tax ID# 84-3385583
CSLB# 1078882

### Recap of Taxes, Overhead and Profit

| | Overhead (10%) | Profit (10%) | Material Sales Tax (9.875%) | Storage Rental Tax (9.875%) |
|---|---|---|---|---|
| **Line Items** | 10,014.29 | 10,014.29 | 2,404.26 | 0.00 |
| **Additional Charges** | 1.03 | 1.03 | 0.00 | 0.00 |
| **Total** | **10,015.32** | **10,015.32** | **2,404.26** | **0.00** |

**Emergency Restoration Company, Inc.**

197 Mayhew Wy.
Walnut Creek, CA 94597
Tax ID# 84-3385583
CSLB# 1078882

## Recap by Room

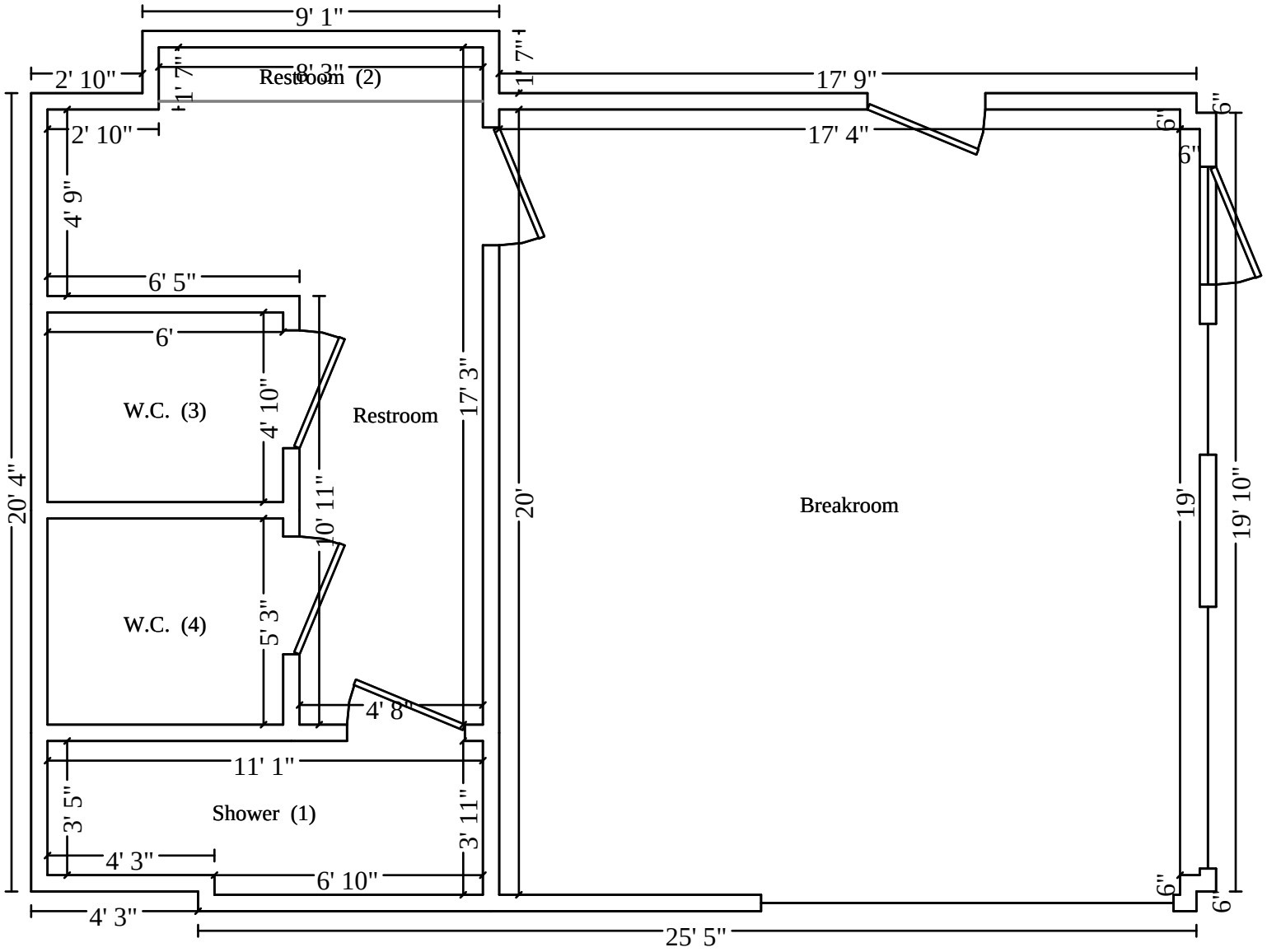
**Estimate: 0MP_550_ISLAND_REP**

| | | |
|---|---|---|
| **Area: Main Level** | **26,251.33** | **26.25%** |
| **Breakroom** | **21,191.88** | **21.19%** |
| **Restroom** | **47,632.27** | **47.62%** |
| **Area Subtotal: Main Level** | **95,075.48** | **95.06%** |
| **UPSTAIRS** | **4,940.78** | **4.94%** |
| **Subtotal of Areas** | **100,016.26** | **100.00%** |
| **Total** | **100,016.26** | **100.00%** |

## Recap by Category

| O&P Items | Total | % |
|---|---|---|
| CABINETRY | 13,116.99 | 10.71% |
| CLEANING | 5,544.36 | 4.53% |
| GENERAL DEMOLITION | 2,034.17 | 1.66% |
| DOORS | 1,452.84 | 1.19% |
| DRYWALL | 9,387.10 | 7.67% |
| ELECTRICAL | 1,329.52 | 1.09% |
| ELECTRICAL - SPECIAL SYSTEMS | 300.35 | 0.25% |
| FLOOR COVERING - CERAMIC TILE | 8,820.60 | 7.20% |
| FLOOR COVERING - VINYL | 4,725.08 | 3.86% |
| PERMITS AND FEES | 124.44 | 0.10% |
| FINISH HARDWARE | 1,537.69 | 1.26% |
| FIRE PROTECTION SYSTEMS | 204.30 | 0.17% |
| FRAMING & ROUGH CARPENTRY | 3,642.95 | 2.97% |
| HEAT, VENT & AIR CONDITIONING | 227.94 | 0.19% |
| INSULATION | 607.35 | 0.50% |
| LABOR ONLY | 13,907.40 | 11.36% |
| LIGHT FIXTURES | 1,528.74 | 1.25% |
| PLUMBING | 3,927.91 | 3.21% |
| PAINTING | 7,455.20 | 6.09% |
| TOILET & BATH ACCESSORIES | 1,434.04 | 1.17% |
| TILE | 16,297.03 | 13.31% |
| WATER EXTRACTION & REMEDIATION | 132.00 | 0.11% |
| O&P Items Subtotal | 97,738.00 | 79.81% |

| Non-O&P Items | Total | % |
|---|---|---|
| PERMITS AND FEES | 2,278.26 | 1.86% |
| Non-O&P Items Subtotal | 2,278.26 | 1.86% |
| O&P Items Subtotal | 97,738.00 | 79.81% |
| Permits and Fees | 10.32 | 0.01% |
| Material Sales Tax | 2,404.26 | 1.96% |
| Overhead | 10,015.32 | 8.18% |
| Profit | 10,015.32 | 8.18% |
| Total | 122,461.48 | 100.00% |


9' 1"
2' 10"
1' 7"
8' 3"
Restroom (2)
1' 7"
17' 9"
2' 10"
17' 4"
6"
6"
6"
4' 9"
6' 5"
6'
W.C. (3)
4' 10"
Restroom
17' 3"
20' 4"
10' 11"
20'
Breakroom
19'
19' 10"
W.C. (4)
5' 3"
4' 8"
11' 1"
3' 5"
Shower (1)
3' 11"
4' 3"
6' 10"
6"
6"
4' 3"
25' 5"

Main Level

# STAFF REPORT

| | |
|---|---|
| **Meeting Date:** | October 24, 2023 |
| **Agency:** | City of Belmont |
| **Staff Contact:** | Bozhena Palatnik, Public Works, (650) 595-7463, bpalatnik@belmont.gov |
| **Agenda Title:** | Sanitary Sewer Master Plan Status Update |
| **Agenda Action:** | For Information Only |

## Recommendation

Receive an update on the status of the Sanitary Sewer Master Plan. This is an informational report, and no action is required.

## Strategic Focus Area

Infrastructure and Mobility

## Background

The City of Belmont sanitary sewer system has two components: collection and treatment. The collection system ranges in age from 40 to 100 years and consists of approximately 80 miles of gravity sanitary sewers pipes and force mains, 1,500 maintenance access points (MH) and 10 lift stations. The pipes range in size from 4 to 27 inches in diameter. The City's collection area is approximately five square miles and serves a population of about 27,000 residents, in addition to businesses and visitors. The property owners are responsible for installation, maintenance and repair of the private sewer lateral(s) connecting the property to the City's public mains. The City is a member of the Silicon Valley Clean Water (SVCW) responsible for the treatment and disposal of its member agency's wastewater flows.

The City routinely conducts systematic assessment, repair, and upgrade of its sanitary sewer system including pump stations. The sewer system is divided into fifteen drainage basins and each year one or more basins have been selected for a two to four-year evaluation and rehabilitation process, consisting of inspection, design, repair or replacement construction. The sewer system is funded as an enterprise utility fund supported by the annual sewer service charges collected on property tax bills. Since 2000, approximately half of the system has been rehabilitated and or replaced.

The City's entire system is routinely video inspected basin by basin. The current closed-circuit television (CCTV) frequency is approximately three years for the condition assessment of all pipes in the collection system. This extensive preventive maintenance program conducted by the City's Public Works Operation team maintains the system in a good state of repair, enables timely assessment and repair of any defects, and minimizes any potential for sanitary sewer overflows (SSO). Belmont has one of the best track-records Countywide for low levels of both SSO's and inflow and infiltration.

The City proactively cleans its entire gravity sanitary sewer system at least once every two to three years, and it preventively cleans sewers with a history of problems every three and six months. The line cleaning crew evaluates cleaning results and places line segments on these higher frequency schedules based upon

past cleaning results, history of SSO events, video inspections, and professional judgment. Cleaning crews operate hydrojetting cleaning units and less frequently, hand rodding, to accomplish cleaning of lines. The City has video-inspected the entire gravity sanitary sewer system. Major point repairs, sewer main line repairs and replacements have been scheduled based on the results of video work and all major defects have been corrected.

The wastewater collection system staff maintains a list of known structural deficiencies determined from the CCTV results conducted during pipeline assessments. This list is maintained in priority order by structural rating. The City currently uses Lucity Asset Management System to document sewer maintenance activities. Completed gravity sewer maintenance is recorded using work orders.

The City responds to customer complaints about sewer service. Complaints are generally related to sewer lateral stoppages, overflows, or odors. Response is performed by the collection system staff on a 24 hour, 7-days a week bases. Response includes assessing the complaint, ensuring the mainline is clear and resolving the problem in the private lateral. Often, if/when staff camera the lateral, root intrusions, offsets and failed pipes appear, which result in notice to repair letters to property owners. This approach ensures system integrity, further reduces I&I, and informs property owners of their responsibility to maintain their lateral in a good state of repair.

The City also conducts a routine root foaming program to remove roots in the gravity system to proactively manage the one of the main causes of sanitary sewer main blockages. In order to reduce and eliminate inflow and infiltration of stormwater and groundwater into the sanitary sewer, City routinely conducts a smoke testing program that identifies defects in the system, potential defects in the private laterals, and any illegal cross connections.

Through a coordinated effort by the operations and engineering staff the results of the field activities (smoke testing, root foaming, CCTV, cleaning and jetting) are routinely reviewed to identify any potential maintenance or capital replacement plan of the sewer system for repairs, replacement and rehabilitation needs. The engineering staff evaluates the conditions of the sewer lines based on the video inspection reports, historical maintenance records, and rehabilitation history to determine the priority and type of rehabilitation of the defects using a proactive approach.

Additionally, the City routinely updates its short- and long-term capital improvement projects (CIPs) through its masterplans. Up to date staff was implementing CIPs listed in the 2007 Sanitary Sewer Rehabilitation Master Plan and 2010 Sewer System Capacity Analysis. The estimated cost of these CIPs per Master Plan documents was $45.9, however, the cost of CIPs implementation was far less. The vast majority of projects listed in these CIPs were completed. The major 4 remaining CIPs to be completed are Island Park Pump Station Upgrade, Citywide Force Main Replacement project, Notre Dame Avenue and San Juan Blvd capacity improvement projects.

The City's Sewer Pump Station Master Plan and Force Main Master Plan have been updated in recent years. Currently, staff is working on the completion of the Sanitary Sewer Master Plan, evaluates the City's sewer network for both capital and maintenance needs improving asset management processes using state of the art technologies for both in the City of Belmont, as well as the Harbor Industrial Area

that is targeted as a planned annexation area.

The funding for the sanitary sewer CIPs and Operation and Maintenance is provided by the following sources: Sewer Bond proceeds, sewer connection fees, developers' fair share contributions, and sewer rates.

**Analysis**

The updating of the Sanitary Sewer System Master Plan (Plan) is a critical milestone in our community's infrastructure development. The comprehensive analysis and planning conducted in this Plan will provide valuable insights into our sanitary sewer system, identifying areas for improvement and ensuring the safety and well-being of our existing and future residents. This process has involved rigorous data collection in Belmont, as well as in the Harbor Industrial Area, analysis of the existing system and proposed growth, and stakeholder consultations. The plan focused heavily on the sanitary sewer capacity evaluation and condition assessment. Currently, the Plan is 80% complete. Staff will be presenting the final Plan early next year.

Capacity Evaluation

Capacity evaluation was performed using the calibrated model under existing (2023), near-term future (2028), and long-term future Peak Wet Weather Flow (PWWF) conditions. Model results were checked against the established planning criteria. Most of the deficient pipelines identified under the 2043 PWWF condition are also deficient under 2023 PWWF condition. There are 16 capacity-related gravity main improvement projects identified based on the capacity evaluation results. San Juan Pump Station (PS) is also identified to be upsized to meet the recommended pump capacity criteria. Proposed projects in the 15-year CIP have been prioritized into short-term and long-term phases.

Condition Assessment

A desktop gravity main condition assessment was performed with the closed-circuit television (CCTV) inspection data provided by the City using InfoAsset Planner. According to the inspection data, Vitrified clay pipes (VCP) were observed to have higher structural defect scores and rating indexes than polyvinyl chloride (PVC) pipes and high-density polyethylene (HDPE) pipes. Structural defect scores and rating indexes generally increase as pipes age. Rehabilitation actions were assigned to observed defects based on the type of defects.

In addition to evaluating the physical conditions of the pipes, a risk analysis was performed on the gravity mains based on Likelihood of Failure (LOF) criteria such as pipe structural condition, pipe age, pipe material, etc., and Consequence of Failure (COF) criteria such as pipe sizes, PWWF, proximity to water bodies, etc. A risk score was assigned to each pipe segment on a scale of 1 to 5.

The final rehabilitation method of a gravity main segment was determined based on a customized decision tree with additional conditions to be considered. For example, 6-inch pipelines are not good candidates for lining as it will reduce the inner diameter of the pipes and lead to maintenance issues. Thus, 6-inch pipelines which were determined to be lined based on defect types were recommended to be replaced instead. Proposed rehabilitation methods for the gravity mains include CCTV inspection, cleaning/heavy cleaning/ root removal, point repair, partial lining, full lining, point repair plus partial lining, and

replacement. The City can perform CCTV inspection, cleaning, heavy cleaning, and root removal in-house, so pipelines proposed with these rehabilitation methods are not included in CIP cost estimations and are considered as part of the City's annual maintenance activities. Condition-related improvement projects are grouped by rehabilitation methods. Pipelines with risk scores of 4 and above are included in Phase 2024-2028, and pipelines with risk scores of 3 are included in long-term capital improvement project group.

Capital Improvement Program (CIP)

Based on the findings from the capacity evaluation and condition assessment, a recommended CIP is being developed for a short- and long-term planning horizon in 5-year increments. Each project has an associated cost of implementation. The cost estimations were based on unit costs developed from recent local bid results. The Sewer CIP is primarily funded by the Wastewater Enterprise Fund and Connections Fees for new development. Upon completion of the master plan there will be a proposed budget and schedule for the recommended CIP projects over the next 15 years. The most critical projects will be scheduled for earlier implementation. It is noted that the timing of projects can be adjusted based on operating conditions and available funding.

Conclusion

The City's sewer master plan is a vital tool used by staff to understand and address the deficiencies in our sewer system and plan for the future. Since the adoption of the last Sewer Master Plans, growth and development projections within the City have been updated through several planning efforts, such as the General Plan Update, the Belmont Village Specific Plan, Harbor Industrial Area planned development visioning (currently in parallel process of being developed) and other various development activities. To evaluate the growth and its impact on our sewer system, the City's comprehensive update of our Sewer Master Plan will lay the foundation for a safer and more resilient community. Through the use of computer modeling and field data, the master plan covers the entire wastewater collection system, provide comprehensive overview of the system functions, and include where improvements are needed based on assessments of the systems' capacity and reliability. City staff will utilize these documents to determine where there are concerns with hydraulic performance and capacity and recommend a proactive and manageable utility capital improvement program for the next 15 years.

## Alternatives

1. Take No Action.
2. Refer back to staff for additional information.

## Attachments

A. None

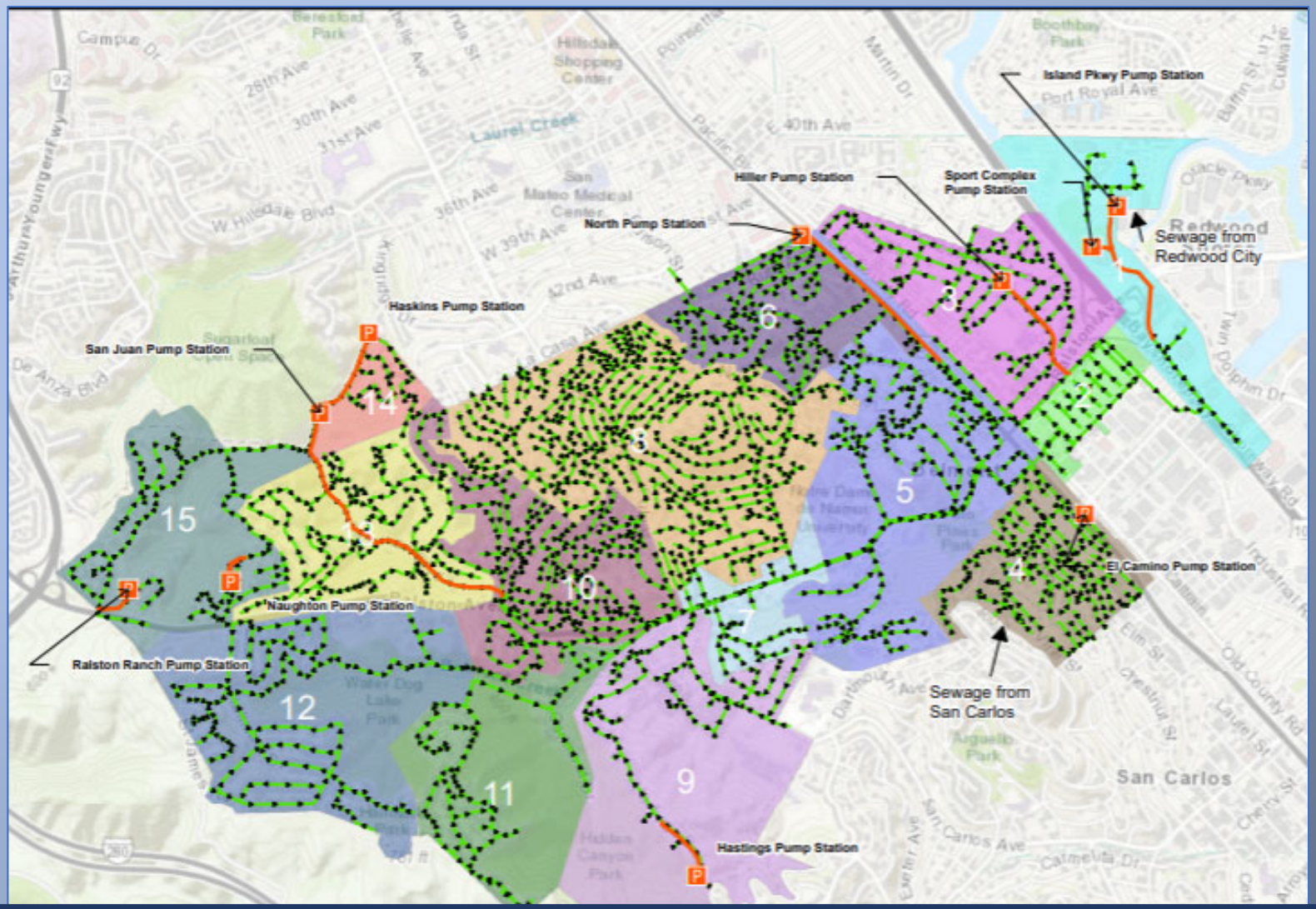
## Fiscal Impact

☒ No Fiscal Impact

☐ Funding Source Confirmed:

| Source: | Purpose: | Public Outreach: |
|---|---|---|

| | | |
|---|---|---|
| Staff | Discretionary Action | Posting of Agenda |



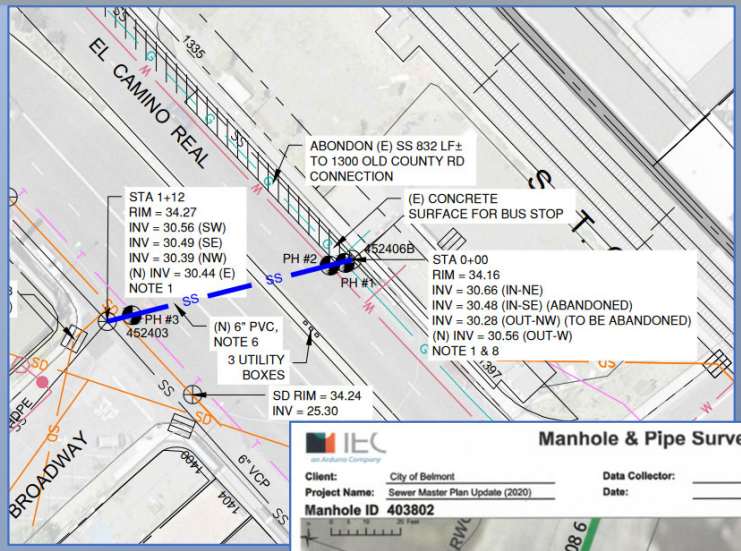

# 2023 Sewer System Master Plan Overview

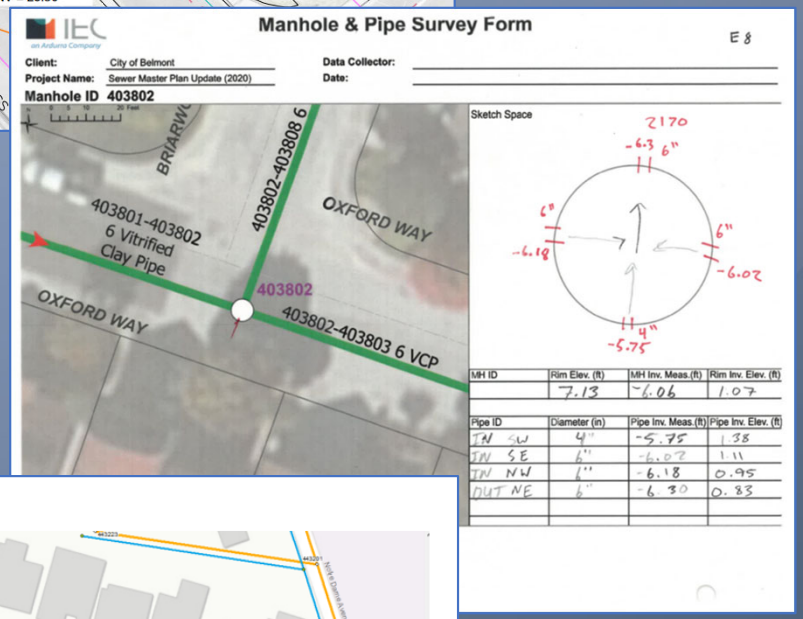
# MASTER PLAN PROJECT OVERVIEW

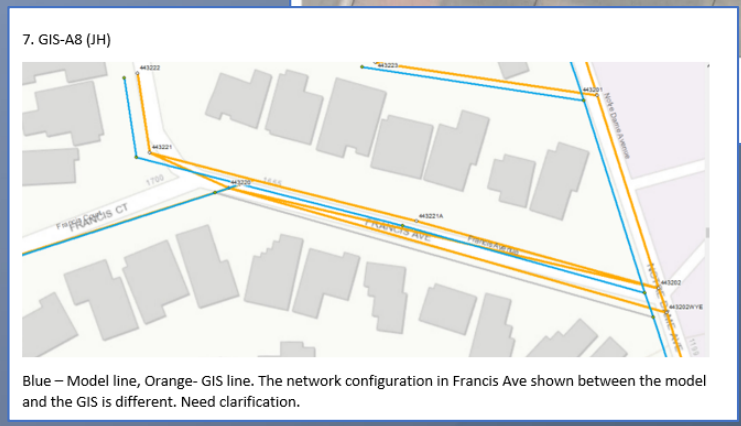
- 2023 Sewer Master Plan Comprehensive Update
  - Updated Sanitary Sewer Design Guidelines and Standard Details
  - System Survey - over 200 manholes and pipe inverts
  - Updated GIS layers
  - Updated growth and sewer load projections
  - Wet/Dry Flow Monitoring to assess system condition
  - Hydraulic Modeling
  - Performed capacity analysis
  - Conducted pipe condition assessment based on CCTV inspection
  - Developed Short- and Long-Term Capital Improvement Program

# GIS UPDATES

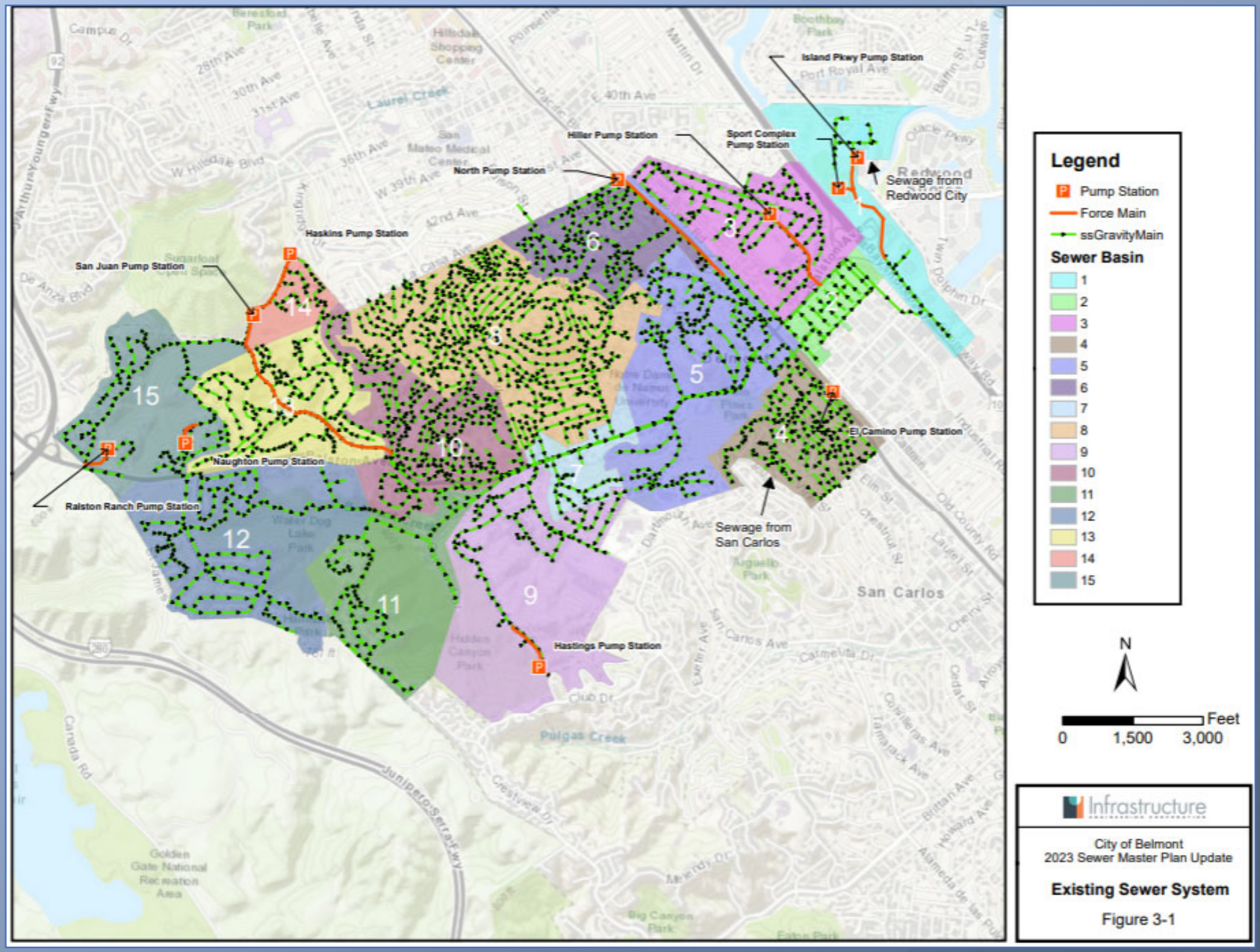
- Performed data review for preliminary update of GIS sewer network
  - As-Built reviews
  - Spatial location of force mains, gravity mains, and manholes
  - Pipe and Manhole IDs corrected
  - Diameters corrected
  - Other attributes (e.g., maintenance data, install year, abandoned, material type)
- Surveyed 200+ manholes to update inverts depths



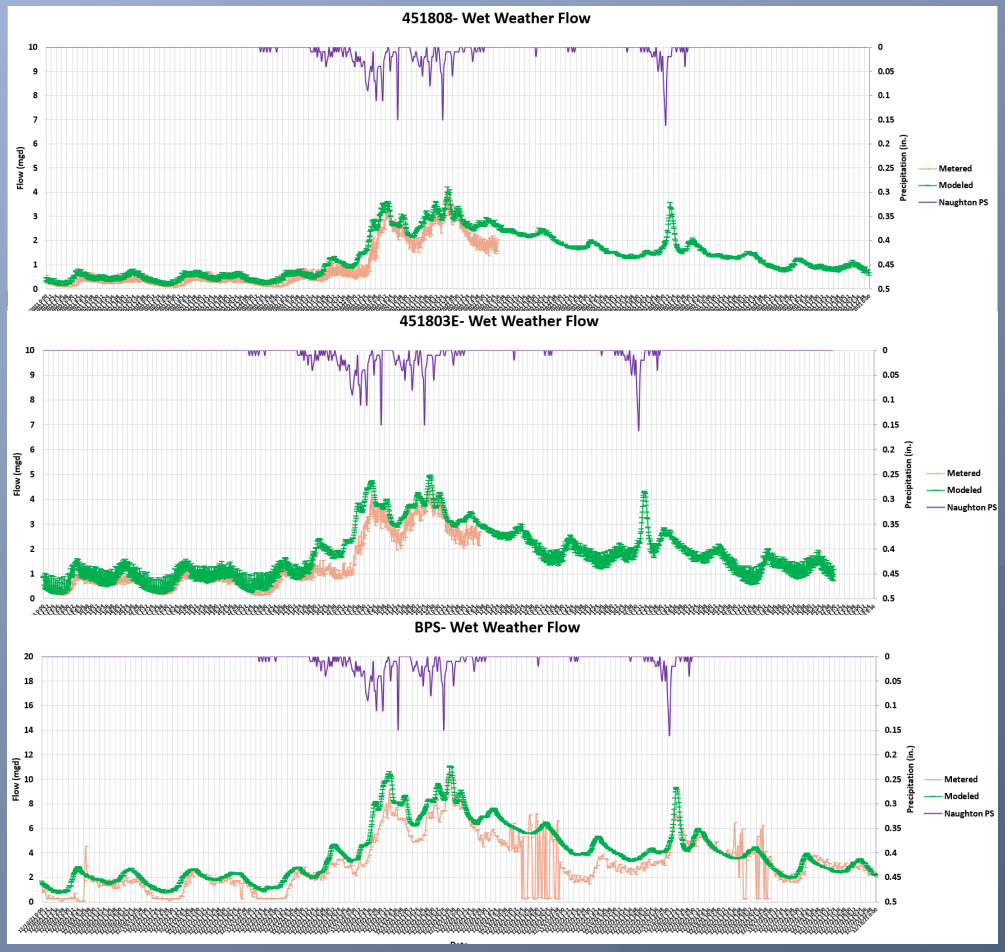



# EXISTING SYSTEM GIS

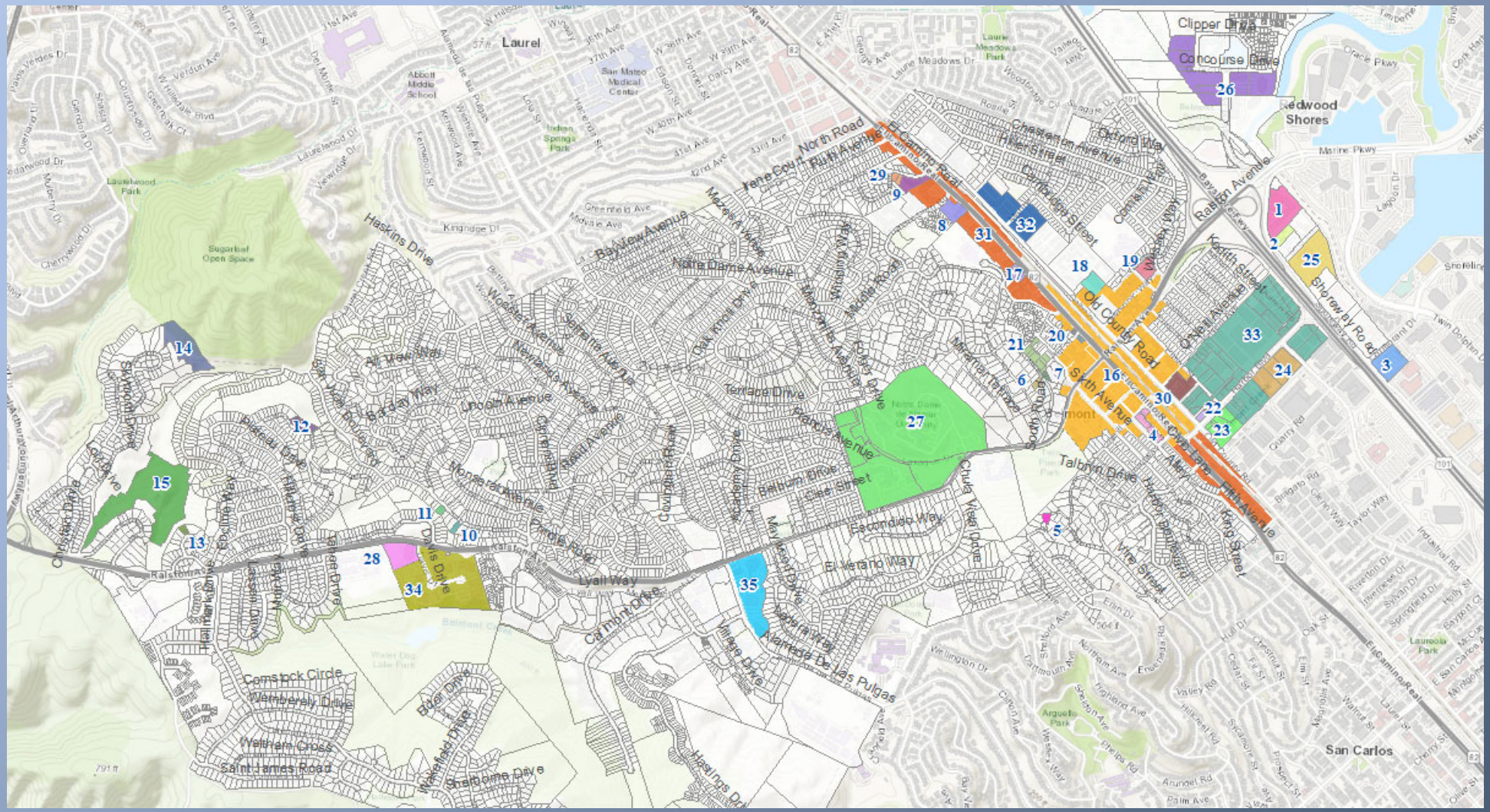


# HYDRAULIC MODEL UPDATE & CALIBRATION

- Collaborated with SVCW District staff
  - Updated sewer pipe network and invert data in model
  - Calibrated model against 2021-2022 flow monitoring data as well as historical Belmont Pump Station flows
  - Use 2015-2017 flow monitoring data as supplement data



# FUTURE GROWTH AREAS



# SEWER PROJECTIONS

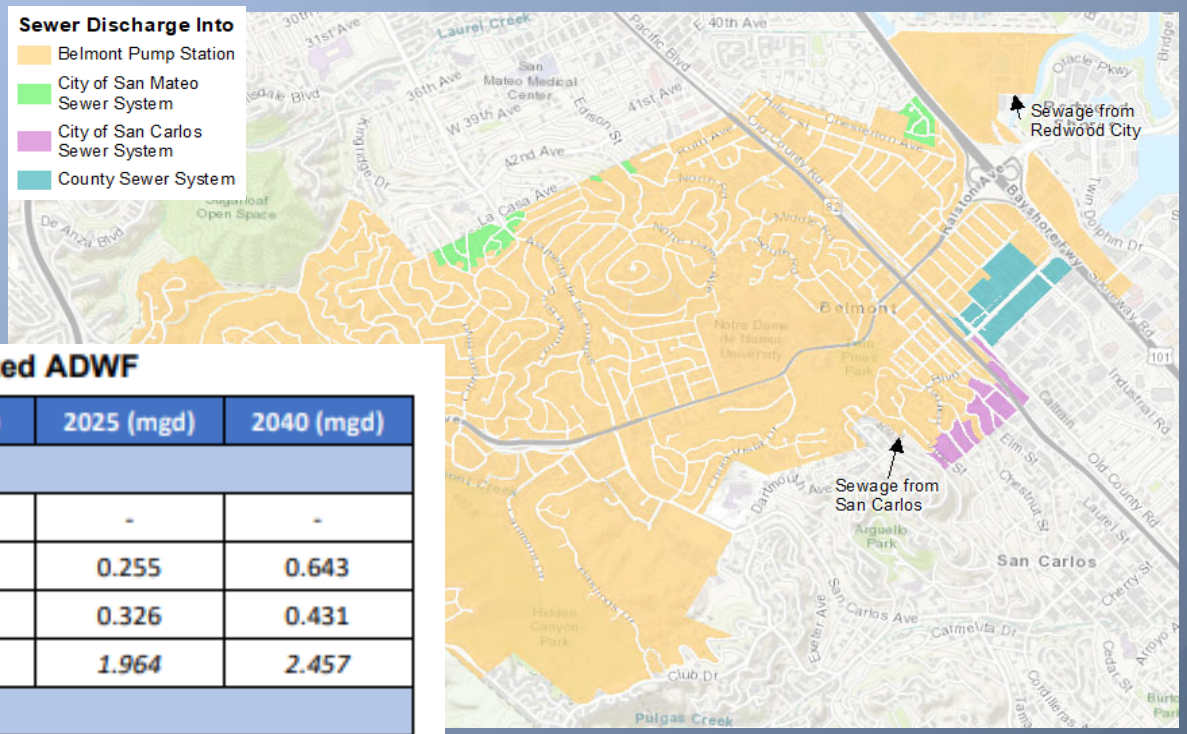



**Table 5-6. Future Projected ADWF**

| | Existing (mgd) | 2025 (mgd) | 2040 (mgd) |
|---|---|---|---|
| **To BPS** | | | |
| Base ADWF | 1.383 | - | - |
| Future Developments Added Flow | - | 0.255 | 0.643 |
| Infill Added Flow | - | 0.326 | 0.431 |
| *Total* | *1.383* | *1.964* | *2.457* |
| **To San Mateo** | | | |
| Base ADWF | 0.017 | - | - |
| Future Developments Added Flow | - | - | - |
| Infill Added Flow | - | 0.0020 | 0.004 |
| *Total* | *0.017* | *0.019* | *0.021* |
| **To San Carlos** | | | |
| Base ADWF | 0.036 | - | - |
| Future Developments Added Flow | - | - | 0.021 |
| Infill Added Flow | - | 0.008 | 0.007 |
| *Total* | *0.036* | *0.044* | *0.064* |
| **Total City Flow** | **1.436** | **2.027** | **2.542** |

# CAPITAL IMPROVEMENTS OVERVIEW

- CIP Phased into 3- five-year section over 15-year period (2024 – 2038)
- Capacity-Related
  - Upgrade San Juan Lift Station with 2 + 1 Pumps
  - Upsize gravity main pipes*
- Condition-Related
  - Hiller, Island Park, Ralston Ranch Lift Stations
  - San Juan, Hiller, Island Park Force Mains
  - Rehabilitate gravity main pipes*

* includes associated manholes

# CAPACITY EVALUATION

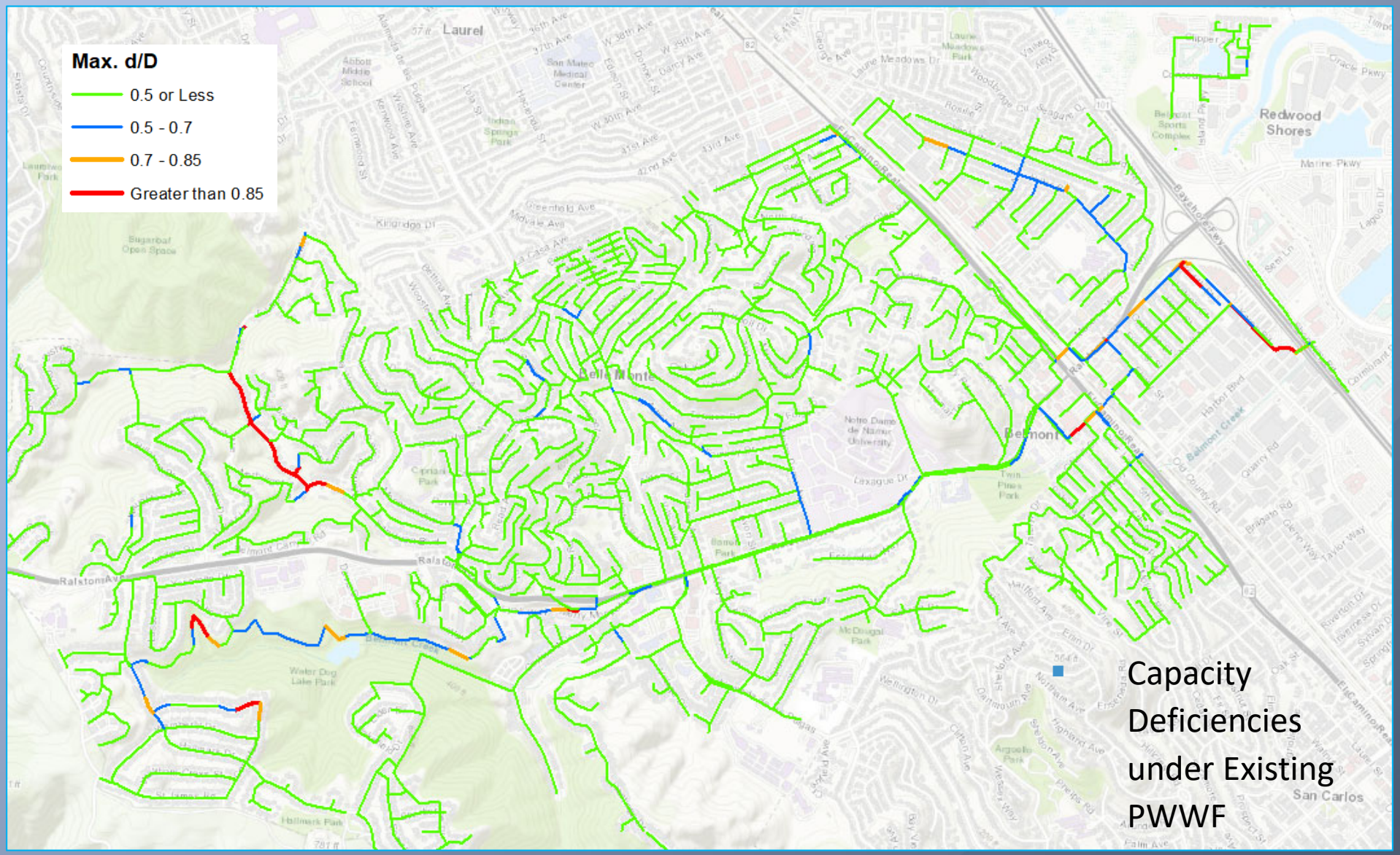
- Planning Criteria
  - Prepared Sewer Design Guidelines for new development

**Table 4-1. Planning Criteria for Gravity Main**

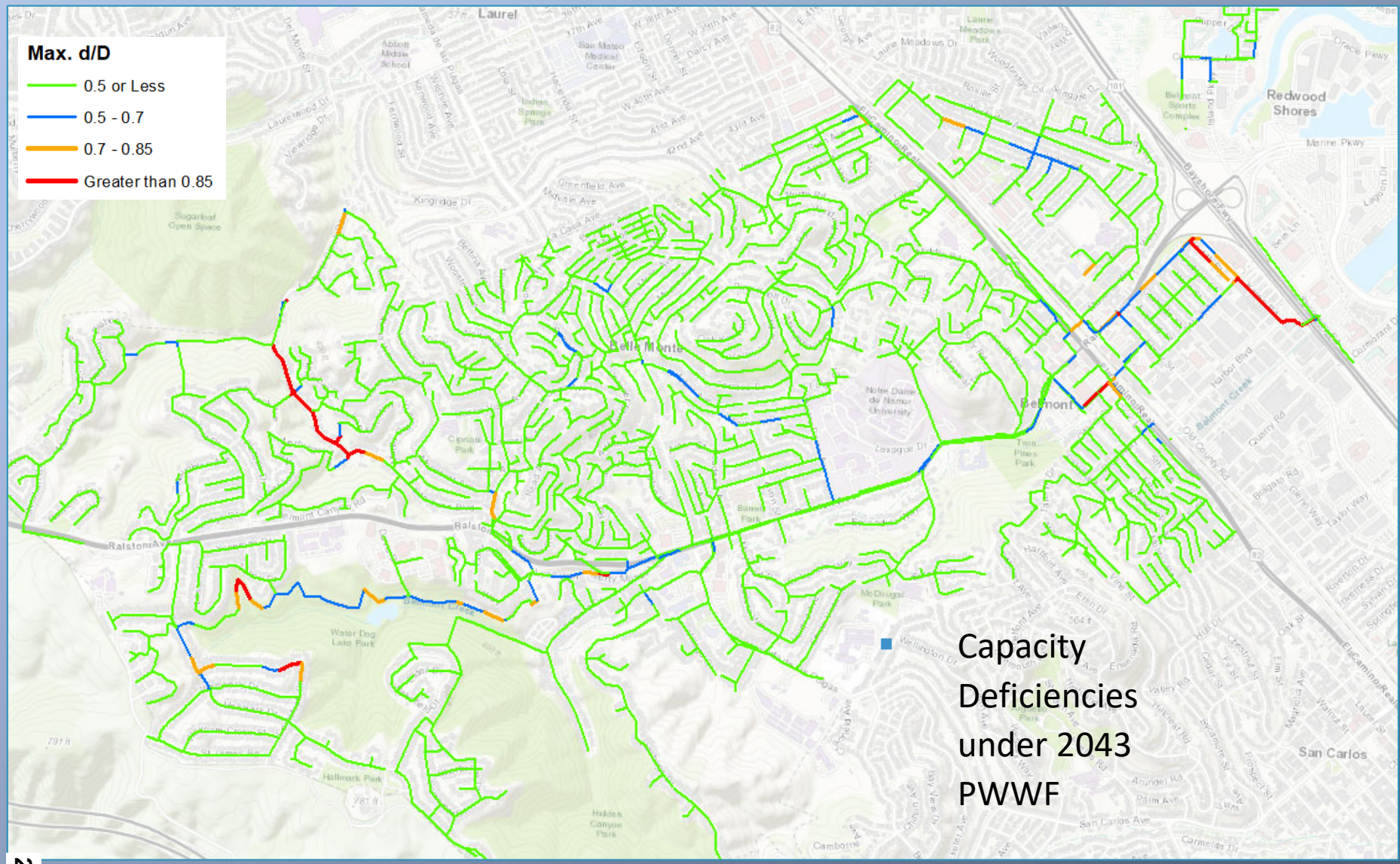
| Design Criteria | Value |
|---|---|
| For existing gravity mains 12 inches or smaller in size | maximum depth of Diameter (d/D) shall not exceed 0.7 under PWWF condition |
| For existing gravity mains greater than 12 inches in size | maximum d/D shall not exceed 0.85 under PWWF condition |
| For new gravity mains 12 inches or smaller in size | maximum d/D shall not exceed 0.5 under PWWF condition |
| For new gravity mains greater than 12 inches in size | maximum d/D shall not exceed 0.75 under PWWF condition |
| Minimum velocity | 2 fps when flowing half full |
| Maximum velocity | 10 fps |
| Minimum size for new pipe | 8 inches |
| Manning's n | 0.013 |

- Analyzed the system under Existing (2023), Near-term Future (2028), and Long-term Future (2043) Peak Wet Weather Flow (PWWF) Conditions

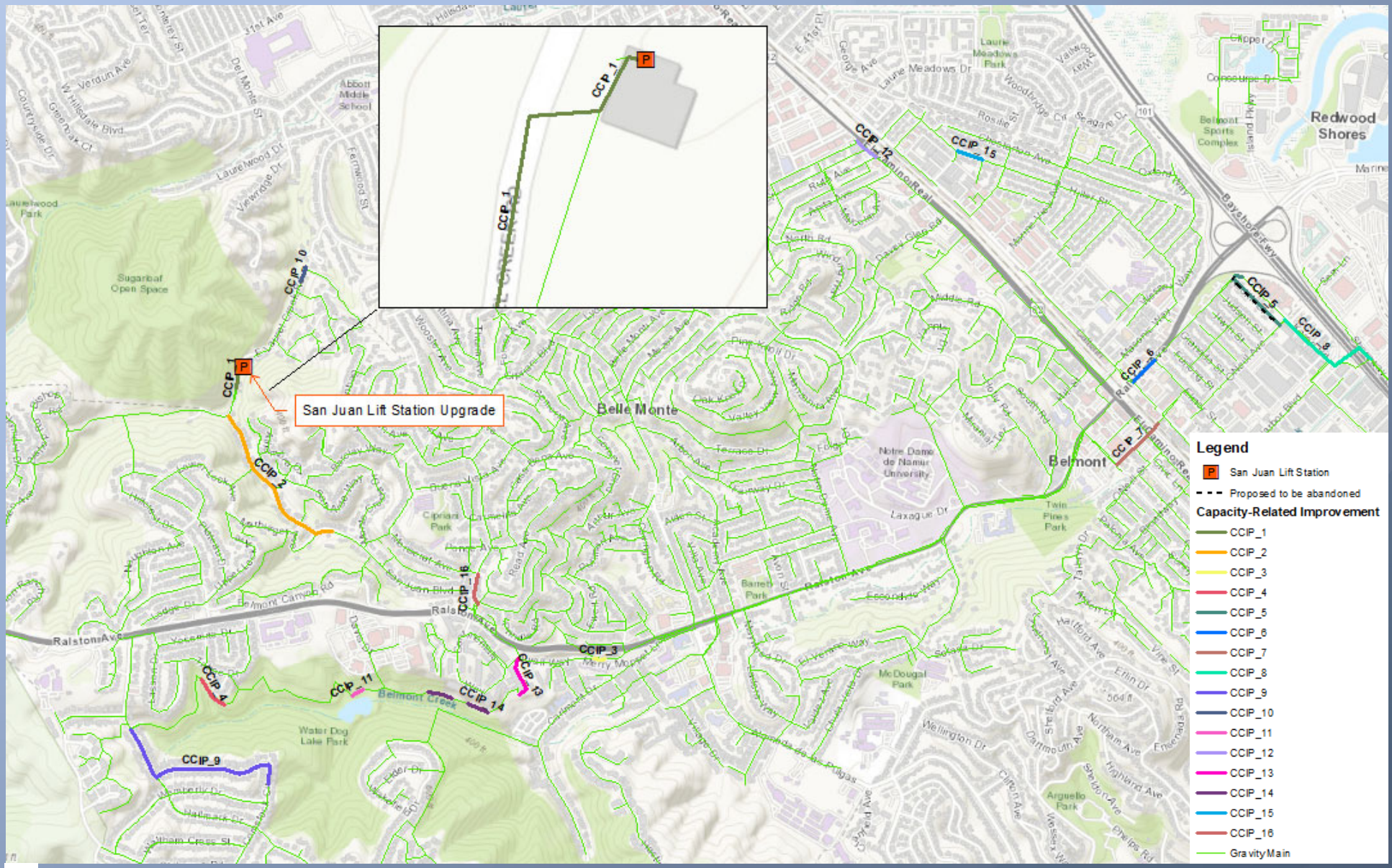
# EXISTING SYSTEM CAPACITY EVALUATION



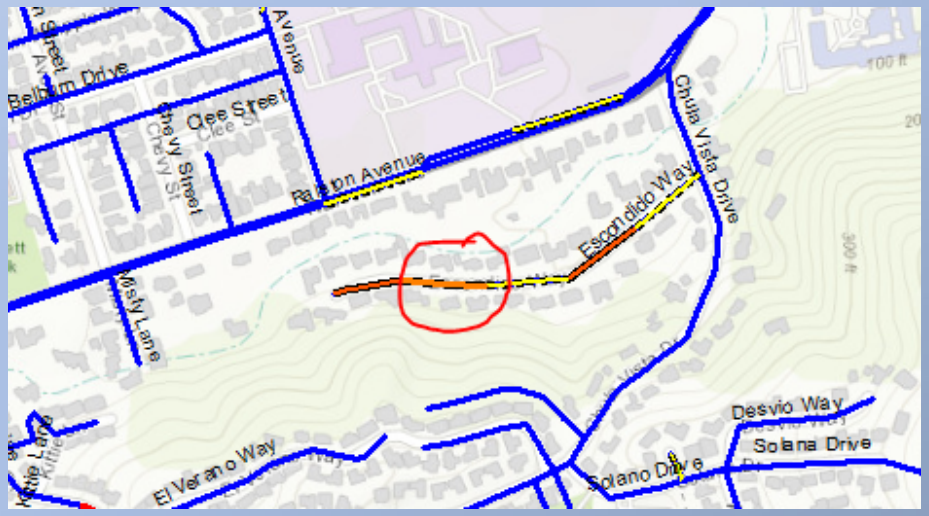
# FUTURE SYSTEM CAPACITY EVALUATION

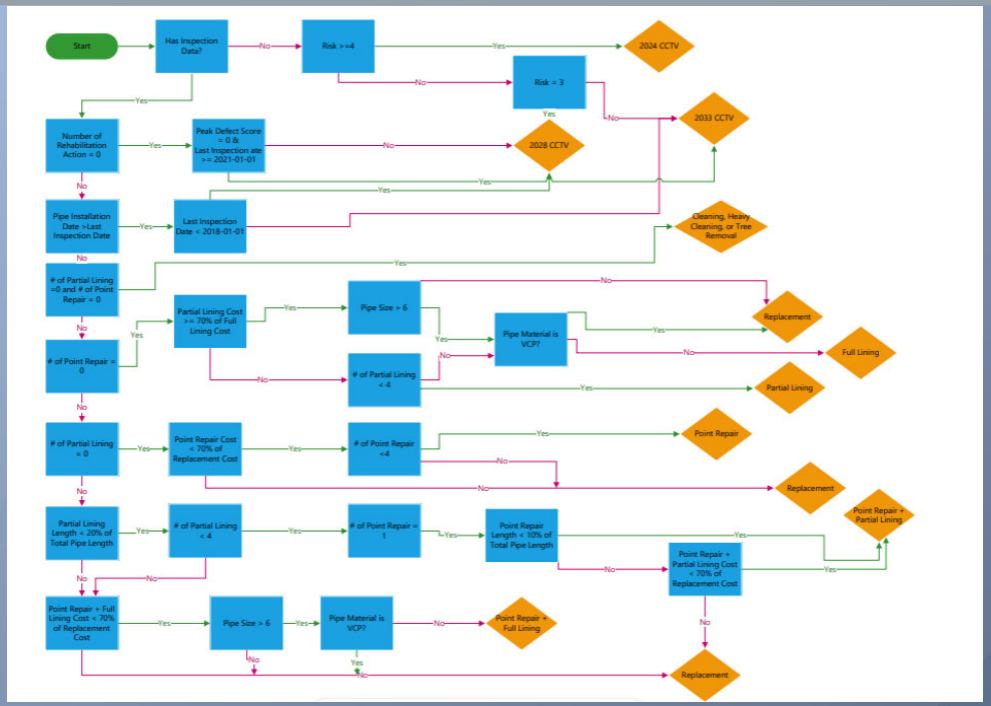


# CAPACITY-RELATED IMPROVEMENTS



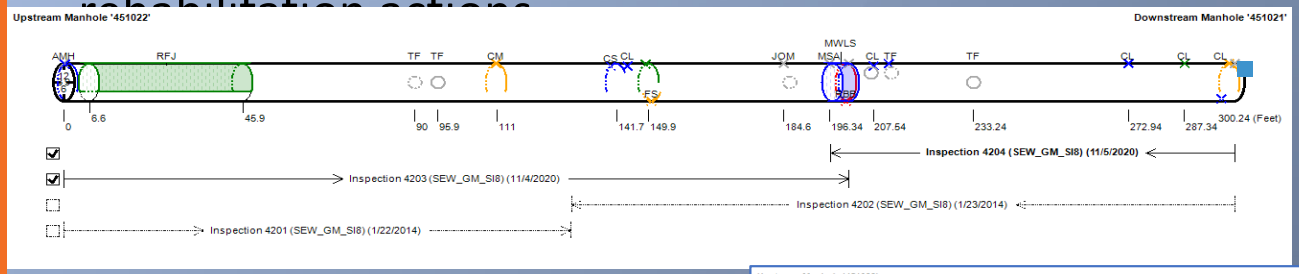
# PIPE CONDITION ASSESSMENT



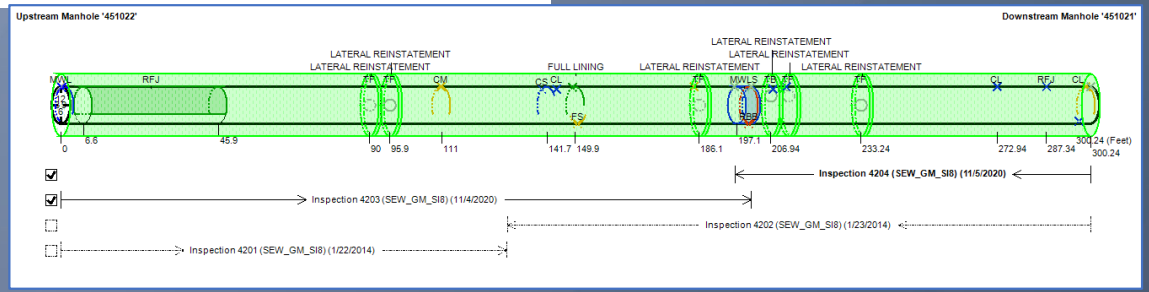

Used InfoAsset Planner to analyze CCTV inspection data

Performed Risk Analysis to prioritize rehabilitation actions




Utilized decision tree to finalize rehabilitation plan

- Refined Rehab Plan with Staff Input



# LIFT STATION & FORCE MAIN CONDITION ASSESSMENT

- Reviewed prior assessments
- Prioritized based on risk

| Lift Station (LS) | LS Condition Summary | Force Main Condition Summary |
|---|---|---|
| **Island Park** | Difficult Access, high I/I, settling issue of control panel; 5-Year CIP | Needs to be replaced; To be upgraded with Island Park LS; 5-Year CIP |
| **Sports Complex** | Fair Condition; Low Risk | May need to be upgraded with Island Park FM; 5-Year CIP |
| **San Juan** | Poor Condition; Undersized; 5-Year CIP | Redundant force main; 5-Year CIP |
| **Ralston Ranch** | Fair Condition; Access issues; 10-Year CIP | Low Risk |
| Hiller Street | Upgrades in 2024/2025 | Upgrades in 2024/2025 |
| El Camino Real | Upgraded in 2021 | Upgraded in 2021 |
| North Road | Upgraded in 2021 | Redundant force main installed in 2021 |
| Hastings | Good Condition | Low Risk |
| Haskins | Good Condition | Low Risk |
| Naughton | Good Condition | Low Risk |

# DRAFT CAPITAL IMPROVEMENTS SUMMARY

**Table 9-9. Capital Improvement Cost Estimates Summary**

| Phase | Improvement Type | Facility Type | Capital Costs ($) | Total ($) |
|---|---|---|---|---|
| 2024-2028 | Capacity-Related | Gravity Main & Manhole | 6,827,000 | 37,723,000 |
| | | Lift Station | 7,168,000 | |
| | Condition Related | Gravity Main | 7,527,000 | |
| | | Manhole | 7,903,000 | |
| | | Lift Station | 8,298,000 | |
| | | Force Main | | |
| 2029-2033 | Capacity-Related | Gravity Main & Manhole | 5,931,000 | 32,773,000 |
| | Condition Related | Gravity Main | 6,228,000 | |
| | | Manhole | 6,539,000 | |
| | | Lift Station | 6,866,000 | |
| | | Force Main | 7,209,000 | |
| 2034-2038 | Capacity-Related | Gravity Main & Manhole | 4,456,000 | 24,621,000 |
| | Condition Related | Gravity Main | 4,679,000 | |
| | | Manhole | 4,912,000 | |
| | | | 5,158,000 | |
| | | | 5,416,000 | |
| **Total ($)** | | | | **95,117,000** |

Notes:
1. Costs are rounded to the nearest thousands.
2. Year 2023 is set as the baseline year(Year 0). Capital costs are estimated with baseline capital costs with a escalation factor of 5% per year to account for inflation.

- FY 2024-2028
  - $ 14 Million (Capacity)
  - $ 24 Million (Condition)
- FY 2029-2033
  - $ 6 Million (Capacity)
  - $ 27 Million (Condition)
- FY 2034-2038
  - $ 4 Million (Capacity)
  - $ 21 Million (Condition)

# Thank you

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